

Annual Financial Statements

for the Year Ended 30 June 2025



Financial Overview

The Financial Overview is an unaudited document that provides an overview of Council’s financial performance and position for the year ending 30 June 2025. The summary also provides an overview of Council’s financial outlook, the challenges that come with being one of the fastest growing Local Government Areas (LGAs) in Australia and the strategies that are employed to ensure Council’s financial sustainability. This summary should be read in conjunction with the General-Purpose Financial Statements, Special Purpose Financial Statements and Special Schedules prepared for the year ending 30 June 2025.

Changes to Financial Accounting & Reporting Environment

There were a number of new accounting standards which became effective as 30 June 2025, which were outlined in the Local Government Code of Accounting Practice and Financial Reporting released in April 2025.

While the majority of these standards were not considered to have a material effect on Council’s financial statements for the period ending 30 June 2025, Council did undertake a detailed assessment of *AASB 2022-10 Amendments to Australian Accounting Standards – Fair Value Measurement of Non-Financial Assets of Not-for-Profit Public Sector Entities*. The purpose of this standard was to provide clarification and additional guidance to the existing requirements of *AASB13 Fair Value Measurement*.

The detailed review undertaken by Council found that there were no material changes required to the valuation treatment, methodology or classification of non-financial assets (IPPE).

Further information regarding accounting standards mandated during this period can be found in Note A1-1 of the General-Purpose Financial Statements.

In terms of changes to the Local Government Code of Accounting Practice and Financial Reporting, there was one significant change included; which was the removal of the requirement for councils to disclose its financial performance measures in its General-Purpose Financial Statements for the period ending 30 June 2025. Council has continued to include these measures in its Annual Financial Statements, which can be found under Note G1 (Additional Disclosures – Unaudited).

Our Current Financial Performance and Position

The following table highlights Council’s financial performance between the 2024/25 and 2023/24 financial years:

Income Statement ('000)	2024/25	2023/24
Total Income from Continuing Operations	\$342,825	\$306,045
Total Expenses from Continuing Operations	\$199,379	\$171,496
Operating Result from Continuing Operations	\$143,446	\$134,549
Capital Grants and Contributions	\$179,564	\$154,158
Net Operating Result before Capital Grants and Contributions – Surplus / (Deficit)	(\$36,118)	(\$19,609)



It is important to note that the net operating result (including capital grants and contributions) shown in the Income Statement is not the same as Council's budget or cash position. The Income Statement is prepared in accordance with Australian Accounting Standards and is required to be reported on an accruals basis, it considers non-cash disclosures (such as depreciation) and the timing of the receipt or payment of money.

The net operating surplus (including capital items) of \$143.4 million does not mean Council has additional funds of \$143.4 million to spend. The following table is a summary of Council's financial performance from a cash budget perspective,

Cash Budget Reconciliation ('000)	Original Budget 2024/25	Actual 2024/25
Operating Revenue	\$167,653	\$163,261
Operating Expenses	\$184,795	\$199,379
Operating Result (Before Capital Income)	(\$17,142)	(\$36,118)
Capital Grants and Contributions	\$213,993	\$179,564
Operating Result (After Capital Income)	\$196,851	\$143,446
Balance Sheet Movements		
Capital Expenditure (Including Dedications)	(\$276,852)	(\$177,117)
Principal Repaid on Loans	(\$3,523)	(\$3,527)
Net Movement – Cash Reserves	\$35,152	(\$17,428)
Loan Borrowings	\$18,911	\$11,316
Funds from the Sale of Assets/or Written-off	\$527	\$5,372
Non-Cash Items (Added Back)		
Depreciation	\$33,934	\$38,392
Fair Valuation Increment – Investment Properties	(\$5,000)	(\$1,905)
Other non-cash Movements	-	\$1,451
Total – Balance Sheet & Non-Cash Items	(\$196,851)	(143,446)
Cash Budget Result – Surplus / (Deficit)	Balanced	Balanced



Council continues to balance its cash budget position annually and its liquidity position is strong as demonstrated by the financial performance measures found in Note G1 of the General-Purpose Financial Statements.

Operating Result (after capital items)

The 2024/25 operating result after accounting for capital income is a surplus of \$143.4 million (\$134.5 million 2023/24). This surplus is primarily due to non-cash contributions made by developers for infrastructure such as roads, drainage, and open space. The value of non-cash dedications for the 2024/25 financial year was \$107.2 million (\$110.0 million 2023/24).

Accounting standards require the dedication of infrastructure assets delivered by developers (non-cash) to be brought to account as capital income. With the level of growth occurring across the Camden LGA, this represents a significant amount and continues to distort the operating result (\$143.4 million surplus) reported by Council.

Operating Result (before capital items)

Council's net operating result before capital items is a deficit of \$36.1 million. This result excludes capital income of \$179.6 million. The movement from last year's result (a deficit of \$19.6 million 2023/24) was \$16.5 million. It is important to highlight that Council acknowledged in its 2024/25 Long Term Financial Plan (adopted in June 2024) that it expected its operating result to deteriorate over the short-term period (1-3 years).

The explanation as provided in Council's Long Term Financial Plan was as follows:

"The operating performance ratio decline in the first three years is driven primarily through an expected increase in domestic waste disposal costs. Council planned for this increase through the introduction of a DWM reserve in 2015/16 with its purpose to reduce the need for significant increases in DWM charges upon entering a new contract. The correlating increase in DWM charges is not expected to cover the additional disposal costs until the 2027/28 financial year, the budget in the first three years is part funded through the transfer of cash from the DWM reserve."

The revised contract changes to Council's waste disposal costs resulted in an increase in expenditure of **\$7.4 million**. Alongside this increase, there have been a number of other additional factors which have contributed to this result which are outlined below:



Salaries and wages increased by **\$7.3 million** which was in part driven by a mandatory award increase of 3.5% which also included a mandatory one-off award payment of \$1,000 per employee. Council also allowed for an additional 24.2 new positions to meet continued population growth and the demand for essential services. There was a further increase in employee overheads such as superannuation, leave entitlements and workers compensation which led to an increase of **\$2.2 million**.

There was an increase in materials and services of **\$8.8 million**. As previously highlighted, there was a significant increase in waste disposal costs of \$7.4 million which related to revised contractual arrangements which came into effect in July 2024. There was also an increase in leisure centre and pools expenditure of \$6.1 million which primarily related to the opening of the Oran Park Leisure Centre in October 2024.

There were no additional non-cash provisions required during the 2024/25 financial year which resulted in a decrease of \$4.3 million when compared to the 2023/24 financial year. There were further decreases in other materials and service expenditure resulting in savings of \$0.4 million when compared to the 2023/24 financial year.

Depreciation expense has increased by **\$5.1 million** and continues to be impacted by Council's growing asset base and the level of public infrastructure dedicated to Council through the development process. In October 2024, Council opened its state of the art \$67 million Oran Park Leisure Centre which has significantly impacted depreciation expense in the 2024/25 financial year.

Further to this, Council accepted \$107.2 million in dedicated infrastructure (roads, drainage, and open space) which are all required to provide essential services to a growing population.

There was a net movement in the disposal of assets of **\$6.3 million** which was primarily driven by the disposal of infrastructure of \$4.7 million in the 2024/25 financial year, which was renewed as part of Council's annual renewal programs and a decrease in the sale of Biodiversity Credits which was reported as a net gain in 2023/24 of \$1.6 million.

Other Expenses decreased by **\$0.7 million** which was a net result movement due to an increase in Council's Emergency Services Levy contribution of \$0.4 million in the 2024/25 financial year and the decrease in the valuation of investment properties of \$0.9 million which occurred in the 2023/24 financial year.



Borrowing costs increased slightly by **\$0.4 million** due to additional loan borrowings in line with Council's Long Term Financial Plan.

There were a number of significant movements in operating income, rate income increased by **\$8.6 million** (growth and allowable rate peg) and an increase in annual charges of **\$1.9 million** primarily due to additional domestic waste services income. This increase continues to highlight the rapid urban growth occurring within the Camden LGA.

There was an increase in user charges and fees of **\$5.7 million**, primarily relating to revenue from the leisure centres and pools of \$3.7 million due to the opening of the Oran Park Leisure Centre, an increase in development and planning fees of \$2.3 million and other minor adjustments of \$0.3 million.

There was a decrease in other revenue of **\$3.5 million** which primarily related to flood insurance recovery funding of \$3.0 million received in the 2023/24 financial year and the discontinuation of Container Deposit Scheme rebates (\$0.5 million in 2023/24) under the revised waste disposal contract which came into effect in July 2024.

Operating grants and contributions decreased by **\$1.9 million** which was due to the advance payment of the financial assistance grant. In the 2023/24 financial year, 85% of the grant was paid in advance, while in the 2024/25 financial year, the advance payment only represented 50% of the grant.

Investment income remained relatively stable when compared to the 2023/24 increase, with a minor increase of **\$0.1 million** and other income saw an increase of **\$2.0 million** which was a direct result of the \$1.9 million non-cash increment in the valuation of Council's investment properties.

Statement of Financial Position

The net value of assets owned by our community has increased to \$3.5 billion (\$3.1 billion in 2023/24). This is an increase of \$400 million in one year. The majority of this equity relates to the ownership of land and infrastructure assets such as roads, stormwater drainage, footpaths, and bridges.

Council's increase in equity is predominately due to the revaluation of existing infrastructure and the dedication of infrastructure assets (non-cash) as part of continued urban development.



Cash and Investments (Including Cash Restrictions)

Council's financial sustainability continues to be supported through a strong cash position with cash and Investments at the end of the 2024/25 financial year totalling \$306.0 million (\$292.3 million in 2023/24).

Section 7.11 externally restricted cash reserves increased by \$27.7 million to \$174.8 million at the end of the 2024/25 financial year, this will part fund significant infrastructure delivery in the Camden Growth Areas over the next several years. While the amount of Section 7.11 funding held by Council seems high, Council requires \$2 billion to complete its land and infrastructure Capital Works Program.

Council also held \$64.9 million in specific purpose grant funding which relates to infrastructure projects in new release areas and the funding of projects secured under the Western Sydney Infrastructure Grants Scheme.

Infrastructure Revaluations

During the 2024/25 financial year, Council undertook a comprehensive revaluation of its buildings and other structures (increment \$65.8 million), land under roads, operational land, community land and crown land (increment of \$185.3 million).

Council also applied fair value indexation of \$33.1 million (increment) across all other infrastructure asset classes. The net increase in the asset base through revaluation was \$284.2 million.

Strategic Loan Borrowings

Council's loan debt is \$58.1 million which is a net increase of \$7.8 million when compared to the 2023/24 financial year. This is primarily a result of a new loan for \$11.3 million to part fund the Community Support Package Stage 3 (\$6.3 million) and road renewal program and other infrastructure renewal works (\$5.0 million) and principal repayments of \$3.5 million made during the 2024/25 financial year.

Council continues to use loan borrowings as a sustainable funding mechanism for infrastructure renewal programs and key strategic infrastructure projects.



Financial Performance Measures

Council utilises a range of industry agreed benchmarks (performance measures) to measure its overall financial performance and position. As outlined earlier in this report, the revised Local Government Code of Accounting Practice and Financial Reporting removed the requirement for councils to disclose its financial performance measures from its General-Purpose Financial Report for the period ending 30 June 2025.

For transparency purposes, Council has elected to continue to disclose these measures for the 2024/25 financial year. These performance measures can be found in Note G1 of the General-Purpose Financial Statements and the Special Schedule – Report on Infrastructure Assets.

Council's operating performance ratio for the 2024/25 financial year was negative 20.68%. This has declined when compared to the operating performance ratio for the 2023/24 financial year of negative 13.63%. The key factors which have led to this decline are explained in detail in the previous section of this Financial Overview – Operating Result (Before Capital Items).

While Council's operating result has been impacted by a number of extraordinary circumstances, Council remains in a strong financial position, with both the unrestricted current ratio and cash expense cover ratio exceeding industry benchmarks.

The unrestricted current ratio shows that for every \$1 of current liabilities, Council has \$2.28 (benchmark more than \$1.50) in current assets to meet these obligations, while the cash expense cover ratio shows that Council can continue to meet its current obligations for a period of 20 months (benchmark more than 3 months) without additional revenue.

While the rates and annual charges outstanding ratio remains outside industry benchmark (benchmark less than 5%) at 7.21%, Council continues to work with residents who are experiencing financial hardship as a result of cost-of-living pressures. Many of these residents have entered into payment arrangements. At the end of June 2025, 547 payment arrangements were in place, representing approximately \$2.0 million in outstanding rates and charges.

Council's own source operating revenue continues to be distorted by the high volume of non-cash dedications, which is driven through the development process and can be difficult to predict. While the ratio is disclosed in the financial statements as 45.09%, when non-cash dedications are removed, this ratio improves to 65.8% which exceeds the industry benchmark of 60%.



Council has reviewed its loan portfolio and identified TCorp loans that require Council to have a Debt Service Cover Ratio (DSCR) of 1.50x or better in order to comply with its debt covenant. Council's DSCR is 1.17x. The total value of TCorp loans is \$39.2 million.

Following discussions with TCorp it was agreed that the decreased DSCR is due to the impact of a new domestic waste contract, and Council's decision to phase the increasing of Domestic Waste Fees and Charges that offset increased costs associated with the new contract. The use of waste reserves to subsidise the increase had been in planning since 2015/16, to protect the community from a significant one-off increase.

TCorp acknowledged that the purpose of the DSCR financial undertaking is to test the ongoing ability of the Council to meet loan commitments from net operating earnings. TCorp also acknowledged that the Council intends to take corrective action to address this situation.

Accordingly, TCorp confirmed that for the calculation of DSCR for financial year 2024/2025 only, for Compliance Certificate purposes, TCorp would accept an adjustment to EBITDA to reflect the contribution from the Domestic Waste Management Reserve (that is the amount transferred from that fund to meet domestic waste costs).

The amended DSCR is 2.04x which is above the debt covenant requirement of 1.50x and benchmark of 2.0x. Council has no loans funded from domestic waste.

Another measure which can be used to determine if Council is borrowing prudently, is the debt service ratio. The ratio measures Council's ability to service its annual loan repayments from operating revenue (excluding grants and contributions). The industry benchmark for a growth Council is less than 20% of operating income. For the period ending 30 June 2025, Council's debt service ratio was 3.41%, which is significantly better than the industry benchmark and consistent with forecasts contained in the long-term financial plan.

This additional ratio demonstrates that Council continues to use loan borrowings prudently and that Council has a strong capacity for debt.



Financial Sustainability Outlook – Population Growth

Camden continues to be one of the fastest growing local government areas in the Country. To provide some context, Camden is growing at a rate of 100 new residents per week or 35 new bin services per week. This growth places substantial pressure on Council's finances and resources. The cost of planning for growth and providing infrastructure is an upfront cost and is required before additional revenue is realised through growth. This also means that costs and revenues are not aligned during this rapid growth phase.

The introduction of a population growth factor into the rate peg is assisting Council to meet these challenges into the future, however the magnitude of infrastructure that Council is constructing or is dedicated by developers (and the associated depreciation and maintenance) is significant and will continue to place pressure on Council's ability to meet some industry benchmarks in the short-medium term.

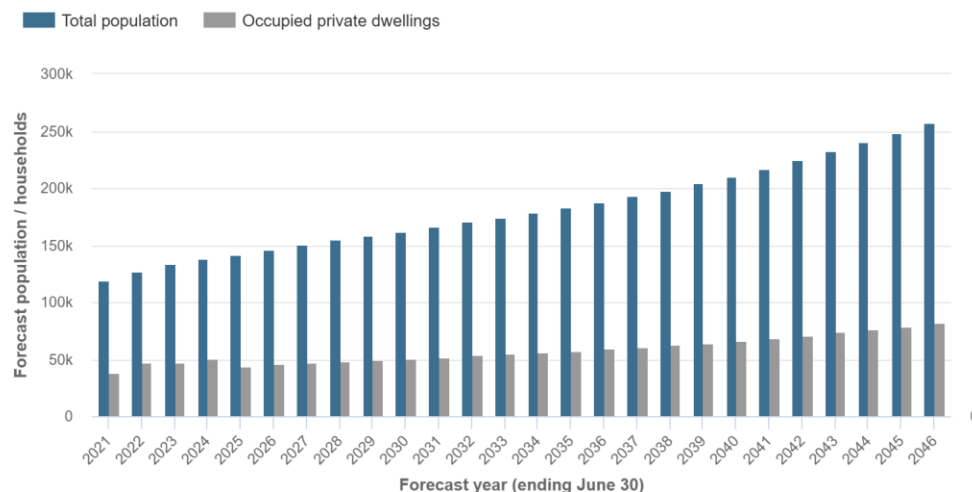




The continued adoption of the rate peg (including growth factor) is fundamental to Council's long term financial sustainability, as it will ensure that the organisation has the revenue base to continue to provide the breadth and quality of infrastructure/services our community has come to expect now and into the future. The expected population growth for the Camden LGA is shown below:

Forecast population, households

Camden Council



Source: Population and household forecasts, 2021 to 2046, prepared by [.id](#) (informed decisions), August 2025.

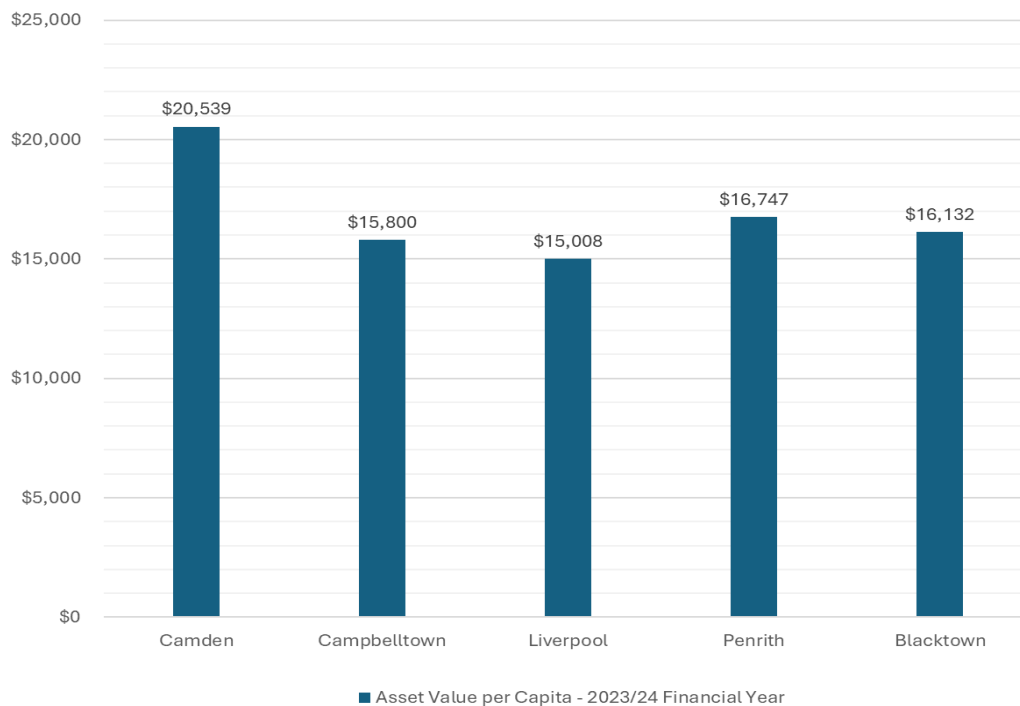


Infrastructure Delivery and the Impact of Depreciation

As a growth Council, Council's operating performance is significantly impacted by depreciation.

Council is currently constructing or receiving dedicated assets that provides for a future population. 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 local infrastructure up-front, this cannot be deferred until the population arrives. This is illustrated in the chart below (based on 2023/24 financial statements), which shows the per capita value of assets compared to other surrounding Councils.



These assets represent sportsfields, aquatic centres, buildings, roads, and drainage. In a lot of cases, these assets have been built for an expected increase in population.

There is a delicate balance between what the current population is responsible for and those who are not yet part of our community. It is not a simple matter of increasing revenue through a Special Rate Variation to offset the expense or decreasing expenditure through service level reductions. Savings through operational efficiencies are embedded into Council's procedures and operational reviews.

Council's strategy for managing these issues is a long-term position of maintaining strong liquidity, utilising long-term debt (inter-generational equity) and prudent asset management planning that monitors and addresses the condition of community assets aligned to long-term financial planning.

Council's immediate response to the cost of growth is through a natural increase in its economies of scale over time through the adoption of the Rate Peg (in full) annually, it remains the fairest and most equitable approach to financial sustainability in the context of a rapidly growing environment.



This approach means that Council will continue to report operating deficits (Operating Performance Ratio) in its long-term financial plan for the short to medium term. Council reviews its long-term financial position quarterly, to ensure it remains on track with its reported long-term financial projections.

Long Term Financial Planning

Additional strategies that Council has adopted to ensure its long-term financial outlook remains sustainable include:



Balanced Budget

Council annually adopts and maintains a balanced cash budget and does not spend beyond its means.



Capital funding – land and infrastructure

Council's capital works program over the next four years is over \$1B. Council has carefully managed these programs to ensure that the delivery of growth infrastructure is primarily funded through Developer Contributions, Government Grants and/or Voluntary Planning Agreements (VPA'S) or Works in-kind Agreements (WKA). This assists in reducing the pressure on Council's General Fund budget.



Strategic Loan Borrowing Program

Council has deliberately maintained a strong capacity to borrow. Loans are only considered after exhausting all other funding options (Government Grants, VPA's or strategic asset sales). There is essential infrastructure associated with growth that Council can no longer fund/construct through Developer Contributions (Libraries, Leisure Centres and Community Centres). Council will utilise long-term loan borrowings as a funding source, this allows Council to spread the costs over many generations which promotes inter-generational equity. Council will also consider low-interest loan programs offered by the State Government for this purpose. Council's current low-interest loans will result in over \$1 million in savings for Council.



Long-Term Financial Plan (LTFP)

Council has a 10-year LTFP which is reviewed on a quarterly basis. The LTFP is critical to Council's planning and monitoring of its immediate and future financial sustainability. It allows Council to make informed decisions about sustainable levels of debt and reserves (liquidity). It also forms part of a suite of resourcing plans that support Council's Integrated Planning and Reporting Package.



Through the LTFP, Council continues to monitor its financial performance and while Council's liquidity and debt position is strong, Council recognises that longer term, operating deficits are not sustainable and will ultimately reduce Council's ability to maintain or replace its asset base over time.

Council expects that this position will improve in the long-term, through increased income associated with growth and continued prudent long-term financial management of expenditure budgets, which consider future maintenance and the asset renewal requirements.

It is important to note that 40% of Council's asset base is less than 5 years old, which means the planning for renewal is important, but not the immediate demand for Council's finances, which are managed on a priority basis to first maintain existing assets/services and meet the cost of growth.

Council recently adopted the revised 2025-2035 Long Term Financial Plan in June 2025. A copy of this plan can be found on Council's website.



Asset Management Planning

Sound asset management 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 condition, maintenance, and renewal programs now and into the future. Council is aware that significant amounts of new infrastructure result in maintenance increases which need to be planned for and funded over time. Council has formed a separate team of specialists that has oversight of this priority.

Council's Infrastructure Backlog Ratio is 1.19% and remains better than the industry benchmark of not more than 2%. This is despite a number of recent natural disasters (floods) which have been addressed through programs such as the Regional and Local Road Repair Program (RLRRP).



Design and use of new Infrastructure Assets

Council continues to consider financial and environmental sustainability in the design, construction, and maintenance of facilities, including the economies of scale and cost savings achieved through shared/centralised facilities.



Strategic Land Acquisitions and Development

Council continues to consider strategic land acquisitions, the development of existing land holdings and the acquisition of assets that result in a recurrent income source for Council, to reduce the reliance on rate income as the primary revenue source.



Cash Position and Cash Reserves

Council has established reserves for capital improvement, asset replacement and technology improvements. Council's unrestricted current ratio is 2.28 which exceeds the industry benchmark of more than 1.50. Council's cash expense cover ratio is 20 months and is well above the industry benchmark of more than 3 months.



Community Infrastructure Renewal Program

Council endorsed the continuation of the Community Infrastructure Renewal Program as part of its 2025/26 Budget. This is four-year program with \$5 million allocated towards the renewal of community buildings, playgrounds, open space, and sportsgrounds. This program focuses on infrastructure in the older areas of Camden.



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.



Long-term Financial Risks

Council continues to monitor its financial risks to ensure it achieves its longer-term financial position and remains financially sustainable.

Over the next 10-20 years Council is required to coordinate and acquire significant amounts of land in Leppington and future precinct releases in the south-west growth area. This includes the delivery of supporting infrastructure.

There is a significant financial risk to Council when it comes to land acquisition in greenfield areas. Contribution Plans (Section 7.11) require development activity, which results in the payment of Section 7.11 developer contributions, which fund land acquisition and/or the construction of infrastructure, if there is no funding to purchase the land, or provide the infrastructure there is less incentive for developers to invest. To be successful, greenfield developments require forward funding to ensure the timely delivery of land and infrastructure to support development.

The other significant issue is the heavily fragmented (meaning multiple landowners) growth areas in the northerly portions of the LGA which makes it difficult without State Government intervention to forward fund the acquisition of land to stimulate external investment. The fragmentation also reduces the likelihood that a single landowner or developer will take the lead development role.

To date the development activity in Leppington has been slow. The Camden Growth Areas (Leppington) Contributions Plan is required to deliver \$2 billion in land and associated works, it is beyond most councils including Camden to forward fund, nor should it be the responsibility of Camden and its community to forward fund this development. Camden's current rate revenue is only \$86.6 million per year.

As at 30 June 2025 Council's cash balance in the Growth Areas Contributions Plan was \$38.4 million (restricted funds), this represents less than 2% of what is required.

To ensure Council remains financially sustainable, Council does not use its general fund to forward fund the acquisition of land or build infrastructure in greenfield areas, this funding is aligned to State Government Grants or Developer Contributions received and/or pooled from other Contribution Plans (as allowed under the *Environmental Planning and Assessment Act 1979*). The pooling of Developer Contributions is only considered where there is no impact on existing Section 7.11 Capital Works Programs.

Council's current budget and/or economy of scale (Balance Sheet) cannot fund large scale borrowing programs to fund developments of this size, without significantly impacting current service levels. It should not be the responsibility of existing residents to forward fund growth, through increases in rates or a reduction in service levels.

Conclusion

Council continues to demonstrate a strong commitment to sound financial management. The Annual Financial Statements for the reporting period ending 30 June 2025 continues to highlight the impact of population growth and urban development on Council's financial performance and position.

As a significant growth area, Camden will continue to find it challenging to meet all industry benchmarks in relation to financial performance, primarily until it reaches the economies of scale representative of a large metropolitan council. Council's strong cash position and prudent budget management will ensure it continues to provide the services that support its community now and into the future.

General Purpose Financial Statements

for the Year Ended 30 June 2025



General Purpose Financial Statements

for the year ended 30 June 2025

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Overview

Camden Council is constituted under the Local Government Act 1993 (NSW) and has its principal place of business at:

70 Central Avenue
Oran Park NSW 2570

Council's guiding principles are detailed in Chapter 3 of the LGA and includes:

- principles applying to the exercise of functions generally by council,
- principles to be applied when making decisions,
- principles of community participation,
- principles of sound financial management, and
- principles for strategic planning relating to the development of an integrated planning and reporting framework.

A description of the nature of Council's operations and its principal activities are provided in Note B1-2.

Through the use of the internet, we have ensured that our reporting is timely, complete and available at minimum cost. All press releases, financial statements and other information are publicly available on our website: www.camden.nsw.gov.au.

Camden Council

General Purpose Financial Statements

for the year ended 30 June 2025

Understanding Council's Financial Statements

Introduction

Each year individual local governments are required to present audited financial statements to their council and community.

What you will find in the Statements

The financial statements set out the financial performance, financial position and cash flows of Council for the financial year ended 30 June 2025.

The format of the financial statements is standard across all NSW Councils and complies with both the accounting and reporting requirements of Australian Accounting Standards and requirements as set down by the Office of Local Government.

About the Councillor/Management Statement

The financial statements must be certified by senior staff as 'presenting fairly' the Council's financial results for the year and are required to be adopted by Council – ensuring both responsibility for and ownership of the financial statements.

About the Primary Financial Statements

The financial statements incorporate five "primary" financial statements:

1. The Income Statement

Summarises Council's financial performance for the year, listing all income and expenses. This statement also displays Council's original adopted budget to provide a comparison between what was projected and what actually occurred.

2. The Statement of Comprehensive Income

Primarily records changes in the fair value of Council's Infrastructure, property, plant and equipment.

3. The Statement of Financial Position

A 30 June snapshot of Council's financial position indicating its assets, liabilities and "net wealth".

4. The Statement of Changes in Equity

The overall change for the year (in dollars) of Council's "net wealth".

5. The Statement of Cash Flows

Indicates where Council's cash came from and where it was spent. This statement also displays Council's original adopted budget to provide a comparison between what was projected and what actually occurred.

About the Notes to the Financial Statements

The Notes to the Financial Statements provide greater detail and additional information on the five primary financial statements.

About the Auditor's Reports

Council's financial statements are required to be audited by the NSW Audit Office.

In NSW the auditor provides 2 audit reports:

1. an opinion on whether the financial statements present fairly the Council's financial performance and position, and
2. their observations on the conduct of the audit, including commentary on the Council's financial performance and financial position.

Who uses the Financial Statements?

The financial statements are publicly available documents and must be presented at a Council meeting between seven days and five weeks after the date of the audit report.

The public can make submissions to Council up to seven days subsequent to the public presentation of the financial statements.

Council is required to forward an audited set of financial statements to the Office of Local Government.

Camden Council

General Purpose Financial Statements

for the year ended 30 June 2025

Statement by Councillors and Management

Statement by Councillors and Management made pursuant to Section 413 (2c) of the *Local Government Act 1993*

The attached general purpose financial statements have been prepared in accordance with:

- the *Local Government Act 1993* and the regulations made thereunder
- the Australian Accounting Standards issued by the Australian Accounting Standards Board
- the Local Government Code of Accounting Practice and Financial Reporting.

To the best of our knowledge and belief, these statements:

- present fairly the Council's operating result and financial position for the year
- accord with Council's accounting and other records.

We are not aware of any matter that would render these statements false or misleading in any way.

Signed in accordance with a resolution of Council made on 14 October 2025.



Therese Fedeli

Mayor

14 October 2025



Ashleigh Cagney

Deputy Mayor

14 October 2025



Andrew Carfield

General Manager

14 October 2025



Paul Rofe

Responsible Accounting Officer

14 October 2025

Camden Council

Income Statement

for the year ended 30 June 2025

Original unaudited budget 2025 \$ '000		Notes	Actual 2025 \$ '000	Actual 2024 \$ '000
	Income from continuing operations			
112,010	Rates and annual charges	B2-1	110,592	100,035
24,886	User charges and fees	B2-2	22,644	16,993
1,264	Other revenues	B2-3	1,833	5,285
9,761	Grants and contributions provided for operating purposes	B2-4	7,563	9,446
213,993	Grants and contributions provided for capital purposes	B2-4	179,564	154,158
11,989	Interest and investment income	B2-5	15,779	15,684
7,743	Other income	B2-6	4,850	2,807
—	Net gain from the disposal of assets	B4-1	—	1,637
381,646	Total income from continuing operations		342,825	306,045
	Expenses from continuing operations			
73,369	Employee benefits and on-costs	B3-1	80,389	70,933
72,983	Materials and services	B3-2	67,447	58,664
2,159	Borrowing costs	B3-3	2,307	1,925
2,350	Other expenses	B3-5	3,027	3,728
—	Net loss from the disposal of assets	B4-1	4,834	—
150,861	Total expenses from continuing operations excluding depreciation, amortisation and impairment of non-financial assets		158,004	135,250
230,785	Operating result from continuing operations excluding depreciation, amortisation and impairment of non-financial assets		184,821	170,795
33,934	Depreciation, amortisation and impairment of non-financial assets	B3-4	41,375	36,246
196,851	Operating result from continuing operations		143,446	134,549
196,851	Net operating result for the year attributable to Council		143,446	134,549
(17,142)	Net operating result for the year before grants and contributions provided for capital purposes		(36,118)	(19,609)

Camden Council

Statement of Comprehensive Income

for the year ended 30 June 2025

		Actual 2025 \$ '000	Actual 2024 \$ '000
	Notes		
Net operating result for the year – from Income Statement		143,446	134,549
Other comprehensive income:			
Amounts which will not be reclassified subsequent to operating result			
Gain (loss) on revaluation of infrastructure, property, plant and equipment	C1-7	284,182	97,159
Total items which will not be reclassified subsequent to operating result		284,182	97,159
Total other comprehensive income for the year		284,182	97,159
Total comprehensive income for the year attributable to Council		427,628	231,708

The above Statement of Comprehensive Income should be read in conjunction with the accompanying notes.

Camden Council

Statement of Financial Position

as at 30 June 2025

	Notes	Actual 2025 \$ '000	Actual 2024 \$ '000
ASSETS			
Current assets			
Cash and cash equivalents	C1-1	35,475	26,915
Investments	C1-2	270,000	265,000
Receivables	C1-4	31,413	21,072
Inventories	C1-5	345	430
Non-current assets classified as held for sale	C1-6	265	–
Other	C1-10	4,041	3,168
Total current assets		341,539	316,585
Non-current assets			
Investments	C1-2	517	391
Receivables	C1-4	5,778	5,586
Infrastructure, property, plant and equipment (IPPE)	C1-7	3,322,248	2,904,889
Investment property	C1-8	46,925	45,020
Intangible assets	C1-9	1,673	1,700
Right of use assets	C2-1	4,671	3,592
Total non-current assets		3,381,812	2,961,178
Total assets		3,723,351	3,277,763
LIABILITIES			
Current liabilities			
Payables	C3-1	47,125	49,328
Contract liabilities	C3-2	71,925	62,264
Lease liabilities	C2-1	2,525	1,956
Borrowings	C3-3	3,948	3,527
Employee benefit provisions	C3-4	18,142	16,629
Provisions	C3-5	173	132
Total current liabilities		143,838	133,836
Non-current liabilities			
Payables	C3-1	43	29
Lease liabilities	C2-1	2,142	1,656
Borrowings	C3-3	54,185	46,817
Employee benefit provisions	C3-4	751	569
Provisions	C3-5	4,088	4,180
Total non-current liabilities		61,209	53,251
Total liabilities		205,047	187,087
Net assets		3,518,304	3,090,676
EQUITY			
Accumulated surplus		2,054,341	1,910,895
IPPE revaluation surplus	C4-1	1,463,963	1,179,781
Council equity interest		3,518,304	3,090,676
Total equity		3,518,304	3,090,676

The above Statement of Financial Position should be read in conjunction with the accompanying notes.

Camden Council

Statement of Changes in Equity

for the year ended 30 June 2025

	Notes	2025			2024		
		Accumulated surplus \$ '000	IPPE revaluation surplus \$ '000	Total equity \$ '000	Accumulated surplus \$ '000	IPPE revaluation surplus \$ '000	Total equity \$ '000
Opening balance at 1 July		1,910,895	1,179,781	3,090,676	1,776,346	1,082,622	2,858,968
Net operating result for the year		143,446	–	143,446	134,549	–	134,549
Net operating result for the period		143,446	–	143,446	134,549	–	134,549
Other comprehensive income							
Gain (loss) on revaluation of infrastructure, property, plant and equipment	C1-7	–	284,182	284,182	–	97,159	97,159
Other comprehensive income		–	284,182	284,182	–	97,159	97,159
Total comprehensive income		143,446	284,182	427,628	134,549	97,159	231,708
Closing balance at 30 June		2,054,341	1,463,963	3,518,304	1,910,895	1,179,781	3,090,676

The above Statement of Changes in Equity should be read in conjunction with the accompanying notes.

Camden Council

Statement of Cash Flows

for the year ended 30 June 2025

Original unaudited budget 2025 \$ '000		Notes	Actual 2025 \$ '000	Actual 2024 \$ '000
Cash flows from operating activities				
Receipts:				
112,010	Rates and annual charges		109,565	99,715
24,886	User charges and fees		23,876	18,330
11,989	Interest received		14,851	13,823
114,770	Grants and contributions		82,338	82,959
–	Bonds, deposits and retentions received		10,085	9,410
8,585	Other		15,052	23,731
Payments:				
(73,369)	Payments to employees		(78,965)	(69,320)
(72,983)	Payments for materials and services		(84,249)	(64,374)
(3,523)	Borrowing costs		(2,294)	(1,919)
–	Bonds, deposits and retentions refunded		(10,056)	(6,053)
(7,392)	Other		(1,948)	(15,017)
114,973	Net cash flows from operating activities	F1-1	78,255	91,285
Cash flows from investing activities				
Receipts:				
225,750	Sale of investments		330,000	344,700
3,027	Proceeds from sale of IPPE		286	363
3,000	Proceeds from sale of Biodiversity credits		252	7,454
Payments:				
(225,750)	Purchase of investments		(335,000)	(337,000)
(167,868)	Payments for IPPE		(69,524)	(106,084)
–	Purchase of intangible assets		(491)	(1,200)
(161,841)	Net cash flows from investing activities		(74,477)	(91,767)
Cash flows from financing activities				
Receipts:				
18,911	Proceeds from borrowings		11,316	7,184
Payments:				
(3,523)	Repayment of borrowings		(3,527)	(3,390)
–	Principal component of lease payments		(3,007)	(2,414)
15,388	Net cash flows from financing activities		4,782	1,380
(31,480)	Net change in cash and cash equivalents		8,560	898
38,934	Cash and cash equivalents at beginning of year		26,915	26,017
7,454	Cash and cash equivalents at end of year	C1-1	35,475	26,915
220,627	plus: Investments on hand at end of year	C1-2	270,517	265,391
228,081	Total cash, cash equivalents and investments		305,992	292,306

The above Statement of Cash Flows should be read in conjunction with the accompanying notes.

Camden Council

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A About Council and these financial statements

A1-1 Basis of preparation

These financial statements were authorised for issue by Council on 14 October 2025. Council has the power to amend and reissue these financial statements in cases where critical information is received from public submissions or where the OLG directs Council to amend the financial statements.

The material accounting policies adopted in the preparation of these financial statements are set out below.

These policies have been consistently applied to all the years presented, unless otherwise stated.

These general purpose financial statements have been prepared in accordance with Australian Accounting Standards and Australian Accounting Interpretations, the *Local Government Act 1993 (NSW)* and Local Government (General) Regulation 2021, and the Local Government Code of Accounting Practice and Financial Reporting.

Council is a not for-profit entity.

The financial statements are presented in Australian dollars and are rounded to the nearest thousand dollars.

Unless otherwise indicated, all amounts disclosed in the financial statements are actual amounts. Specific budgetary amounts have been included for comparative analysis (to actuals) in the following reports and notes and are clearly marked:

- Income statement
- Statement of cash flows
- Note B5-1 Material budget variations

Historical cost convention

These financial statements have been prepared under the historical cost convention, as modified by the revaluation of certain infrastructure, property, plant and equipment and investment property.

Significant accounting estimates and judgements

The preparation of financial statements requires the use of certain critical accounting estimates. It also requires management to exercise its judgement in the process of applying the Council's accounting policies. Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that may have a financial impact on the Council and that are believed to be reasonable under the circumstances.

Critical accounting estimates and assumptions

Council makes estimates and assumptions concerning the future.

The resulting accounting estimates will, by definition, seldom equal the related actual results.

The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year include:

- (i) estimated fair values of investment properties – refer Note C1-8
- (ii) estimated fair values of infrastructure, property, plant and equipment – refer Note C1-7 and Note D2-1
- (iii) employee benefit provisions – refer Note C3-4
- (iv) biodiversity future management action plan - refer Note C3-5

Significant judgements in applying the Council's accounting policies

- (i) Council has made a significant judgement about the impairment of a number of its receivables – refer Note C1-4
- (ii) Council has made a significant judgement about the determination of whether performance obligations are sufficiently specific and whether the contract is within the scope of AASB 15 Revenue from Contracts with Customers and / or AASB 1058 Income of Not-for-Profit Entities – refer to Notes B2-2 – B2-4.
- (iii) Council has made a significant judgement about the determination of the lease term, discount rate (when not implicit in the lease) and whether an arrangement contains a lease – refer to Note C2-1.

Monies and other assets received by Council

A1-1 Basis of preparation (continued)

The Consolidated Fund

In accordance with the provisions of Section 409(1) of the Local Government Act 1993 (NSW), all money and property received by Council is held in the Council's Consolidated Fund unless it is required to be held in the Council's Trust Fund.

The Consolidated Fund has been included in the financial statements of the Council.

The Trust Fund

In accordance with the provisions of Section 411 of the *Local Government Act 1993*, a separate and distinct Trust Fund is maintained to account for all money and property received by the council in trust which must be applied only for the purposes of, or in accordance with, the trusts relating to those monies.

Trust monies and property subject to Council's control have been included in these reports.

A separate statement of monies held in the Trust Fund is available for inspection at the council office by any person free of charge.

Council does not hold any monies or property that are not under control of the Council.

Macaria Gallery Ltd

Macaria Gallery Ltd is an independent company run by a board of seven directors which includes four Councillors, the General Manager and one representative each of the Tegel & Baker families. The company is the trustee of the Alan Baker Art Gallery Trust with the primary objective of collecting, promoting, preserving and exhibiting the arts. The company directs the activities of the Alan Baker Art Gallery, which occupies the historic Macaria building in Camden and displays the Alan Baker art collection.

Council is the sole member of the company.

Volunteer services

Council dependence on Volunteer workers is not significant and these services have not been recognised in the financial statements.

Volunteers are engaged in Council's services and programs who undertake such activities of their own free will and without monetary reward. The activities undertaken are of benefit to Camden Council and the local community and complement, but do not replace the services and programs provided by paid staff.

Volunteers will work no more than 18 hours each week except for one off event based activities.

Although volunteer opportunities are open to people of all ages, there are different insurance provisions, based on age, as well as other additional checks that may be required as a volunteer.

All children under 18 years of age must have parental care permission to participate in the activity. All activities must be low risk and be included in the volunteers management system or be insured through the participating organisation.

Council has categorised their volunteers into 4 groups:

1. Regular Volunteers
2. Casual Volunteers
3. Social Volunteers
4. Advisory Committee Volunteers

New accounting standards and interpretations issued but not yet effective

Certain new accounting standards and interpretations (ie. pronouncements) have been published by the Australian Accounting Standards Board that are not mandatory for the 30 June 2025 reporting period.

Council has not applied any pronouncements before its operative date in the annual reporting period beginning 1 July 2025.

Council's assessment of these new standards and interpretations (where they have been deemed as having a material impact on Council's future financial performance, financial position and cash flows) are set out below:

- **AASB 18 Presentation and Disclosure in Financial Statements**

This standard replaces AASB 101 Presentation of Financial Statements and sets out the requirements for the structure of the financial statements, including the application of fundamental concepts such as materiality.

AASB 18 introduces additional subtotals into the Statement of Profit or Loss as well as restructuring the statement into operating, investing and financing elements. Management performance measures are also required to be disclosed.

A1-1 Basis of preparation (continued)

This standard is effective for annual reporting periods beginning on or after 1 January 2028 ie. councils financial statements for the year ended 30 June 2029.

There will be changes to the disclosure of the council's primary financial statements, however this will not have any effect on the councils reported position or performance.

- **AASB 2024-2 Amendments to Australian Accounting Standards - Classification and Measurement of Financial Instruments [AASB 7 and AASB 9]**

This Standard amends requirements related to:

- (a) settling financial liabilities using an electronic payment system; and
- (b) assessing contractual cash flow characteristics of financial assets with environmental, social and corporate governance (ESG) and similar features.

This Standard also amends disclosure requirements relating to investments in equity instruments designated at fair value through other comprehensive income and adds disclosure requirements for financial instruments with contingent features that do not relate directly to basic lending risks and costs.

This standard is effective for annual reporting periods beginning on or after 1 January 2026 ie. councils financial statements for the year ended 30 June 2027.

The above pronouncement is unlikely to have a significant impact to the Council on its adoption. Impact if any, will be assessed in the future and will be disclosed in the financial statements in the relevant reporting periods.

- **AASB 2024-3 Amendments to Australian Accounting Standards – Annual Improvements Volume 11 [AASB 1, AASB 7, AASB 9, AASB 10 and AASB 107]**

This Standard amends:

- a. AASB 1 to improve consistency between paragraphs B5–B6 of AASB 1 and the requirements for hedge accounting in AASB 9 and improve the understandability of AASB 1;
- b. AASB 7 to
 - (i) replace a cross-reference in paragraph B38 of AASB 7 to a deleted AASB 7 paragraph with a reference to AASB 13 Fair Value Measurement; and
 - (ii) improve consistency in the language used in AASB 7 with the language used in AASB 13;
- c. AASB 9 to:
 - (i) clarify how a lessee accounts for the derecognition of a lease liability when it is extinguished; and
 - (ii) address an inconsistency between paragraph 5.1.3 of AASB 9 and the requirements in AASB 15 Revenue from Contracts with Customers in relation to the term 'transaction price';
- d. AASB 10 to amend paragraph B74 in relation to determining de facto agents of an entity; and
- e. AASB 107 to replace the term 'cost method' with 'at cost' as the term is no longer defined in Australian Accounting Standards.

The above standard is effective for annual reporting periods beginning on or after 1 January 2026 ie. councils financial statements for the year ended 30 June 2027.

The above pronouncement is unlikely to have a significant impact to the Council on its adoption.

- **AASB2014-10 Sale or Contribution of Assets between an Investor and its Associate or Joint Venture. AASB2015-10 Amendments to Australian Accounting Standards – Effective Date of Amendments to AASB 10 and AASB 128.**
- **AASB 2017-5 Amendments to Australian Accounting Standards – Effective Date of Amendments to AASB 10 and AASB 128 and Editorial Corrections.**

The amendments address an acknowledged inconsistency between the requirements in:

AASB10, and those in AASB128 (2011) in dealing with the sale or contribution of assets between an investor and its associate or joint venture. The main consequence of the amendments is that a full gain or loss is recognised when a transaction involves a business (whether it is housed in a subsidiary or not). A partial gain or loss is recognised when a transaction involves assets that do not constitute a business, even if these assets are housed in a subsidiary.

The above standard is effective for annual reporting periods beginning on or after 1 January 2028 ie. councils financial statements for the year ended 30 June 2029.

A1-1 Basis of preparation (continued)

The above pronouncement is unlikely to have a significant impact to the Council on its adoption.

- **AASB 17 Insurance Contracts and associated investments**

This standard brings about changes to the accounting for insurance contracts.

The above standard is effective for annual reporting periods beginning on or after 1 January 2026 ie. councils financial statements for the year ended 30 June 2027 for public sector entities.

This standard will not have an impact to the council.

- **AASB 2023-5 Amendments to Australian Accounting Standards-Lack of Exchangeability**

The above standard is effective for annual reporting periods beginning on or after 1 January 2025 ie. councils financial statements for the year ended 30 June 2026.

This amendment relates to bringing consistency in determining whether a currency is exchangeable into another currency and the spot exchange rate to use when it is not exchangeable.

This standard is unlikely to have a significant impact to the council on its adoption.

- **AASB 2025-1 Amendments to Australian Accounting Standards- Contracts Referencing Nature- dependent Electricity.**

The above standard is effective for annual reporting periods beginning on or after 1 January 2026 ie. councils financial statements for the year ended 30 June 2027.

This standard amends AASB 7 and AASB 9 to clarify the application of the 'own-use' criteria to nature-dependent electricity contracts, permit hedge accounting in certain conditions and adds new disclosure requirements.

This standard will not have an impact to the council.

New accounting standards adopted during the year

During the year Council adopted all accounting standards and interpretations (as issued by the Australian Accounting Standards Board) which were mandatorily effective from the first time at 30 June 2025. The following new standards are effective for the first time at 30 June 2025:

- **AASB 2020-1 Amendments to Australian Accounting Standards – Classification of Liabilities as Current or Non-current**

The amendment clarifies how entities should classify liabilities as either current or non-current in their financial statements, specifically under AASB 101 Presentation of Financial Statements.

A liability is classified as non-current if the entity has the right at the end of the reporting period to defer settlement for at least 12 months. This right to defer does not need to be unconditional, but it must be substantive and exist at the reporting date. The classification is based on the rights in place at the reporting date, not the expectations or intentions to defer.

Based on the above, the Council has assessed that it has the right to defer the settlement of its liabilities for at least 12 months after the reporting date, based on the terms and conditions in its debt covenants. The adoption of this standard does not have a significant impact on the financial statements.

- **AASB 2022-6 Amendments to Australian Accounting Standards – Non-current liabilities with debt covenants**

The amendment made in this standard is to consider the compliance with the debt covenants of the loan agreements as at the reporting date to classify the loans as either current or non-current in its financial statements.

In applying the new requirements, Council has taken into consideration the debt covenants in place and our adherence to these covenants as at the reporting date. Based on our assessment, there has been no significant impact from the adoption of the above standard in the presentation of the borrowings in its financial statements.

- **AASB 2022-5 Amendments to Australian Accounting Standards – Lease Liability in a Sale and Leaseback**

This amendment applies to a sale and leaseback transaction which satisfies the sale requirements under AASB 15 (i.e, genuine sale) then this amendment requires a seller-lessee to subsequently measure lease liabilities arising from a leaseback in a way that does not recognise any amount of the gain or loss related to the right of use it retains.

A1-1 Basis of preparation (continued)

Council has assessed that there is no impact from this accounting standard.

- **AASB 2022-10 Amendments to Australian Accounting Standards – Fair Value Measurement of Non-Financial Assets of Not-for-Profit Public Sector Entities.**

In applying the requirements of this standard the Council has for all asset classes, assessed the impact of AASB 2022-10. The assessment includes highest and best use analysis, financial feasibility studies, the application of the cost approach and the use of management's assumptions. Based on the above, no material changes to valuation treatment, methodology or classification are considered necessary.

- **AASB 2023-1 Amendments to Australian Accounting Standards- Supplier Finance Arrangements**

The amendment relates to the disclosure of supplier finance arrangements, its terms and conditions, the amount of liability to be paid, the amount of liability yet to be paid, payment due dates etc.

Council does not have any supplier financing arrangements in place therefore there is no impact from this accounting standard.

B Financial Performance

B1 Functions or activities

B1-1 Functions or activities – income, expenses and assets

Income, expenses and assets have been directly attributed to the following functions or activities. Details of those functions or activities are provided in Note B1-2.

	Income		Expenses		Operating result		Grants and contributions		Carrying amount of assets	
	2025 \$ '000	2024 \$ '000	2025 \$ '000	2024 \$ '000	2025 \$ '000	2024 \$ '000	2025 \$ '000	2024 \$ '000	2025 \$ '000	2024 \$ '000
Functions or activities										
Managing Camden's Growth	16,450	15,184	12,193	11,383	4,257	3,801	798	727	381	292
Urban and Natural Environments	29,361	30,534	52,378	41,190	(23,017)	(10,656)	3,066	1,862	7,183	7,250
Prosperous Economy	3,196	1,252	1,377	2,375	1,819	(1,123)	–	3	47,090	45,023
Sustainable Transport	136,483	123,933	36,183	33,675	100,300	90,258	135,177	122,665	2,273,189	2,147,527
Enriched and Connected Community	55,201	39,998	39,386	32,134	15,815	7,864	43,525	31,354	590,577	385,740
Stong Local Leadership (Governance)	102,134	95,144	57,862	50,739	44,272	44,405	4,561	6,993	804,931	691,931
Total functions and activities	342,825	306,045	199,379	171,496	143,446	134,549	187,127	163,604	3,723,351	3,277,763

B1-2 Components of functions or activities

Details relating to the Council's functions or activities as reported in B1-1 are as follows:

Managing Camden's Growth

Managing growth across urban developments within the South West Growth Precinct while retaining Camden's rural setting, country town feel and the lifestyle of the community.

Resources relating to the delivery of this outcome include: Development Control Assessment, Heritage Protection and Strategic land use planning.

Urban and Natural Environments

A Camden in which its unique natural systems have been protected and enhanced and are enjoyed and valued by the community.

Resources relating to the delivery of this outcome include: Regulating the Use of Public Areas, Public Health, Protecting Natural Environment, Parks and Playgrounds, Environmental Activities, Enforcement of Legislation and Policies, Appearance of Public Areas and Waste Management.

Prosperous Economy

A Camden which is characterised by vibrant town and commercial centres, thriving local businesses, stable and diverse employment opportunities, skilled local residents and a thriving tourist/visitor market.

Resources relating to the delivery of this outcome include: Economic Development, Tourism and The Management of Significant Places.

Sustainable Transport

A Camden that provides an affordable, convenient and integrated public transport system for equitable access to services, facilities and places for all members of the community.

Resources relating to the delivery of this outcome include: Transport Options, Road Safety, Local Traffic Management, Construction and Maintenance of Local Roads, Footpath and Kerbing.

Enriched and Connected Community

A Camden which has achieved a broad range of opportunities for a prosperous and complete lifestyle.

Resources relating to the delivery of this outcome include: Recreational Services and Facilities, Community and Cultural Development & Planning, Community Support Facilities and Services, Community Safety, Community Events and Library Services.

Strong Local Leadership (Governance)

A Camden which has strong leadership who are responsible to the community and who are working together to achieve the community's vision for the future.

Resources relating to the delivery of this outcome include: Strong Local Democracy, Stewardship of Community Resources, Community Engagement, Community Information, Management of Emergency Events, and Support Services.

B2 Sources of income

B2-1 Rates and annual charges

		2025 Actual \$ '000	2024 Actual \$ '000
	Timing		
Ordinary rates			
Residential	1058 (1)	69,240	62,306
Farmland	1058 (1)	1,397	1,365
Business	1058 (1)	16,462	14,782
Less: pensioner rebates (mandatory)	1058 (1)	(732)	(698)
Less: pensioner rebates (Council policy)	1058 (1)	(191)	(182)
Rates levied to ratepayers		86,176	77,573
Pensioner rate subsidies received	1058 (1)	402	384
Total ordinary rates		86,578	77,957
Annual charges (pursuant to s496, 496A, 496B, 501 & 611)			
Domestic waste management services	1058 (1)	23,028	21,129
Section 611 charges	1058 (1)	74	70
Stormwater management levy	1058 (1)	1,105	1,064
Less: pensioner rebates (mandatory)	1058 (1)	(236)	(231)
Less: pensioner rebates (Council policy)	1058 (1)	(87)	(81)
Annual charges levied		23,884	21,951
Pensioner annual charges subsidies received:			
– Domestic waste management	1058 (1)	130	127
Total annual charges		24,014	22,078
Total rates and annual charges		110,592	100,035

The AASB notation (above) identifies the revenue recognition pattern for material items of Council revenue:

15(1) income recognised under AASB15 “at a point in time”
 15(2) income recognised under AASB15 “over time”
 1058 (1) income recognised under AASB1058 “at a point in time”
 1058 (2) income recognised under AASB1058 “over time”

Council has used 2022 year valuations provided by the NSW Valuer General in calculating its rates.

Material accounting policy information

Rates and annual charges are recognised as revenue when Council obtains control over the assets comprising these receipts which is the beginning of the rating period to which they relate.

Prepaid rates are recognised as a financial liability until the beginning of the rating period.

Pensioner rebates relate to reductions in rates and certain annual charges for eligible pensioners' place of residence in the local government council area.

Pensioner rate subsidies are received from the NSW Government to provide a contribution towards the pensioner rebates and are recognised within the underlying revenue item based on their substance.

B2-2 User charges and fees

		2025 Actual \$ '000	2024 Actual \$ '000
	Timing		
Specific user charges (per s502 - specific 'actual use' charges)			
Domestic waste management services (additional services)	15 (1)	158	137
On site sewerage inspection	15 (1)	30	22
Commercial waste management	15 (1)	928	842
On site sewerage annual charges	15 (1)	200	200
Total specific user charges		1,316	1,201
Other user charges and fees			
(i) Fees and charges – statutory and regulatory functions (per s608)			
Building services – other	15 (1)	3,790	2,907
Restoration works	15 (1)	259	74
Section 10.7 certificates (EP&A Act)	15 (1)	533	452
Section 603 certificates	15 (1)	327	272
Town planning	15 (1)	3,549	2,103
Other	15 (1)	77	612
Total fees and charges – statutory/regulatory		8,535	6,420
(ii) Fees and charges – other (incl. general user charges (per s608))			
Cemeteries	15 (1)	611	423
Child care	15 (1)	408	396
Parks and leisure centres	15 (2)	10,267	6,582
Public halls	15 (1)	992	1,644
Other	1058 (1)	515	327
Total fees and charges – other		12,793	9,372
Total other user charges and fees		21,328	15,792
Total user charges and fees		22,644	16,993
Timing of revenue recognition for user charges and fees			
15(1) income recognised under AASB15 “at a point in time”		11,862	10,084
15(2) income recognised under AASB15 “over time”		10,267	6,582
1058 (1) income recognised under AASB1058 “at a point in time”		515	327
Total user charges and fees		22,644	16,993

Material accounting policy information

Revenue arising from user charges and fees is recognised when or as the performance obligation is completed and the customer receives the benefit of the goods / services being provided.

The performance obligation relates to the specific services which are provided to the customers and generally the payment terms are within 30 days of the provision of the service or in some cases such as leisure centre, the customer is required to pay on arrival or a deposit in advance. There is no material obligation for Council in relation to refunds or returns.

Where an upfront fee is charged such as membership fees for the leisure centre the fee is recognised on a straight-line basis over the expected life of the membership.

Licences granted by Council are all either short-term or low value and all revenue from licences is recognised at the time that the licence is granted rather than over the term of the licence.

B2-3 Other revenues

		2025 Actual \$ '000	2024 Actual \$ '000
	Timing		
Fines	1058 (1)	72	63
Fines – parking	1058 (1)	140	131
Legal fees recovery – rates and charges (extra charges)	1058 (1)	366	159
Legal fees recovery – other	1058 (1)	60	222
Commissions and agency fees	15 (1)	48	122
Diesel rebate	15 (1)	134	123
Insurance claims recoveries ¹	1058 (1)	11	3,010
Sales – general	15 (1)	11	40
Employee relations	1058 (1)	191	124
Rental income – council properties	15 (1)	62	48
Risk mgmt. performance incentive rebates	1058 (1)	130	130
Contributions to long service leave – other councils	15 (1)	101	169
Container deposit scheme	15 (1)	–	533
Leisure Centres other revenues	15 (1)	261	–
Event sponsorship and ticket sales	1058 (1)	184	–
Other	1058 (1)	62	411
Total other revenue		1,833	5,285

Timing of revenue recognition for other revenue

15(1) income recognised under AASB15 “at a point in time”	617	1,035
1058 (1) income recognised under AASB1058 “at a point in time”	1,216	4,250
Total other revenue	1,833	5,285

Material accounting policy information for other revenue

Where the revenue is earned for the provision of specified goods / services under an enforceable contract, revenue is recognised when or as the obligations are satisfied.

Statutory fees and fines are recognised as revenue when the service has been provided, the payment is received or when the penalty has been applied, whichever occurs first.

Other revenue is recorded when the payment is due, the value of the payment is notified, or the payment is received, whichever occurs first.

(1) In 2023/2024 Council has recovered Insurance claims of \$1,291K for Little Sandy Bridge Repairs, \$799K for Camden Town Farm Building Repairs, \$394K for Onslow Park Grandstand and Kiosk and \$526k relates to other insurance claims.

B2-4 Grants and contributions

		Operating 2025 Actual \$ '000	Operating 2024 Actual \$ '000	Capital 2025 Actual \$ '000	Capital 2024 Actual \$ '000
	Timing				
General purpose grants and non-developer contributions (untied)					
General purpose (untied)					
Current year allocation					
Financial assistance – general component	1058 (1)	538	475	–	–
Financial assistance – local roads component	1058 (1)	360	178	–	–
Payment in advance - future year allocation					
Financial assistance – general component	1058 (1)	1,808	2,921	–	–
Financial assistance – local roads component	1058 (1)	1,227	1,976	–	–
Amount recognised as income during current year		3,933	5,550	–	–
Special purpose grants and non-developer contributions (tied)					
Cash contributions					
Bushfire and emergency services	1058 (1)	183	179	–	–
Community centres	1058 (2)	–	–	8,540	1,218
Community services	15 (2)	226	293	–	–
Economic development	15 (1)	–	3	–	–
Floodplain management	15 (2)	82	136	–	–
Library – per capita	1058 (1)	384	364	–	–
Low interest loan scheme subsidy	1058 (1)	12	283	–	–
Library – special projects	1058 (1)	59	59	–	–
Noxious weeds	15 (2)	65	117	–	–
Planning Studies	15 (2)	156	297	–	–
Recreation and culture	15 (2)	799	607	2,281	6,328
Storm/flood damage	1058 (1)	–	284	750	397
Street lighting	1058 (1)	142	139	–	–
Transport (other roads and bridges funding)	1058 (2)	134	86	9,393	13,233
Transport (roads to recovery)	1058 (1)	–	–	1,032	995
Other specific grants	1058 (1)	56	55	2	31
Previously contributions:					
Bushfire services	1058 (1)	–	–	–	58
Other councils – joint works/services	1058 (1)	–	12	–	–
Maintenance contributions	1058 (1)	224	118	–	–
Recreation and culture	1058 (1)	45	–	80	349
Transport for NSW contributions (regional roads, block grant)	1058 (1)	161	157	176	173
Other contributions	1058 (1)	260	278	–	12
Total special purpose grants and non-developer contributions – cash		2,988	3,467	22,254	22,794

B2-4 Grants and contributions (continued)

		Operating 2025 Actual \$ '000	Operating 2024 Actual \$ '000	Capital 2025 Actual \$ '000	Capital 2024 Actual \$ '000
	Timing				
Non-cash contributions					
Dedicated bushfire services	1058 (1)	–	–	236	756
Dedicated land under roads	1058 (1)	–	–	10,381	6,875
Dedicated drainage	1058 (1)	–	–	27,160	24,934
Dedicated open space assets	1058 (1)	–	–	2,160	970
Dedicated Roads	1058 (1)	–	–	39,211	39,464
Other	1058 (1)	–	–	2,180	1,923
Total other contributions – non-cash		–	–	81,328	74,922
Total special purpose grants and non-developer contributions (tied)		2,988	3,467	103,582	97,716
Total grants and non-developer contributions		6,921	9,017	103,582	97,716
Comprising:					
– Commonwealth funding		3,933	5,550	3,384	9,089
– State funding		2,401	3,059	18,790	13,287
– Other funding		587	408	81,408	75,340
		6,921	9,017	103,582	97,716

The AASB notation (above) identifies the revenue recognition pattern for material items of Council revenue:

15(1) income recognised under AASB15 “at a point in time”
 15(2) income recognised under AASB15 “over time”
 1058 (1) income recognised under AASB1058 “at a point in time”
 1058 (2) income recognised under AASB1058 “over time”

B2-4 Grants and contributions (continued)

Developer contributions

	Notes	Timing	Operating 2025 Actual \$ '000	Operating 2024 Actual \$ '000	Capital 2025 Actual \$ '000	Capital 2024 Actual \$ '000
Developer contributions:						
(s7.11, s7.12 & s7.4 - EP&A Act):						
Cash contributions						
S 7.11 – contributions towards amenities/services		1058 (1)	21	4	–	–
Other section 7.11 developer contributions		1058 (1)	44	123	–	–
7.12 developer contributions		1058 (1)	577	302	–	–
Open space		1058 (1)	–	–	24,128	9,992
Traffic facilities		1058 (1)	–	–	–	25
Drainage		1058 (1)	–	–	16,331	4,939
Roadworks		1058 (1)	–	–	8,022	4,316
Community facilities		1058 (1)	–	–	1,665	2,111
Total developer contributions – cash			642	429	50,146	21,383
Non-cash contributions						
VPA – dedicated drainage		1058 (1)	–	–	1,382	12,928
VPA – dedicated roads		1058 (1)	–	–	4,730	2,034
VPA – dedicated land		1058 (1)	–	–	9,001	10,499
VPA – dedicated buildings		1058 (1)	–	–	1,762	–
VPA – dedicated open space		1058 (1)	–	–	1,824	8,419
WIKA – dedicated roadworks		1058 (1)	–	–	3,283	661
WIKA – dedicated drainage		1058 (1)	–	–	–	518
WIKA – dedicated land		1058 (1)	–	–	3,854	–
Total developer contributions non-cash			–	–	25,836	35,059
Total developer contributions			642	429	75,982	56,442
Total contributions			642	429	75,982	56,442
Total grants and contributions			7,563	9,446	179,564	154,158
Timing of revenue recognition						
15(1) income recognised under AASB15 “at a point in time”			–	3	–	–
15(2) income recognised under AASB15 “over time”			1,328	843	2,281	–
1058 (1) income recognised under AASB1058 “at a point in time”			6,101	7,907	159,350	133,379
1058 (2) income recognised under AASB1058 “over time”			134	693	17,933	20,779
Total grants and contributions			7,563	9,446	179,564	154,158

B2-4 Grants and contributions (continued)

Unspent grants and contributions

Certain grants and contributions are obtained by Council on the condition they be spent in a specified manner or in a future period but which are not yet spent in accordance with those conditions are as follows:

	Operating 2025 Actual \$ '000	Operating 2024 Actual \$ '000	Capital 2025 Actual \$ '000	Capital 2024 Actual \$ '000
Unspent grants and contributions				
Unspent funds at 1 July	5,945	5,349	58,997	58,688
Add: Funds recognised as revenue in the reporting year but not yet spent in accordance with the conditions	2,601	2,359	–	6
Add: Funds received and not recognised as revenue in the current year	192	641	17,481	20,365
Less: Funds recognised as revenue in previous years that have been spent during the reporting year	(412)	(1,346)	(1,003)	(4,871)
Less: Funds received in prior year but revenue recognised and funds spent in current year	(793)	(1,058)	(7,726)	(15,191)
Unspent funds at 30 June	7,533	5,945	67,749	58,997

Unexpended and held as externally restricted assets (operating grants)

As at 30 June 2025, \$7.533 million in operating grants remained unexpended. This balance primarily relates to interest income earned on restricted grants, as well as several smaller operating grants, including the Camden CARES Community Engagement Program, the Supporting Spontaneous Volunteer Program, and the Strategic Centres and Policy – Leppington Program. The unexpended amounts reflect a timing difference between the receipt of grant funds and the incurrence of related expenditure.

Unexpended and held as externally restricted assets (capital grants)

As at 30 June 2025, \$67.749 million in capital grants remained unexpended. This includes funding received under the Accelerated Infrastructure Fund for projects such as Leppington Stage 1 – Scalabrini East/Pat Kontista, Heath Road (Camden Valley Way to Dickson Road), and Dickson Road and Town Centre Entry Road. It also includes funding under the Western Sydney Infrastructure Grants Program for initiatives such as the Camden Town Centre Enhancements – John Street Public Domain Upgrade and Activation, Scalabrini East – Pat Kontista Active Open Space and Community Facilities, and Scalabrini North – Leppington Town Centre Open Space Riparian Corridor. The unexpended amounts reflect a timing difference between the receipt of grant funds and the actual expenditure incurred.

Developer contributions

Unspent funds at 1 July	–	–	147,130	193,463
Add: contributions recognised as revenue in the reporting year but not yet spent in accordance with the conditions	–	–	50,445	11,462
Less: contributions recognised as revenue in previous years that have been spent during the reporting year	–	–	(22,801)	(57,795)
Unspent contributions at 30 June	–	–	174,774	147,130

Unexpended and held as externally restricted assets (developer contributions)

This section includes the Developer Contributions received towards the provision, extension or augmentation of local infrastructure only where development is likely to require the provision of or increase the demand for local infrastructure in

B2-4 Grants and contributions (continued)

new release areas; and the recoupment of the cost of providing existing local infrastructure. Refer to note F4 Developer Contributions for further details.

B2-4 Grants and contributions (continued)

Material accounting policy information

Grant income under AASB 15

Where grant income arises from an agreement which is enforceable and contains sufficiently specific performance obligations then the revenue is recognised when control of each performance obligations is satisfied.

The performance obligations are varied based on the agreement but include the provision of concept design, strategic business case, detailed design and final business case and delivery of events. Payment terms vary depending on the terms of the grant, cash is received upfront for some grants and on the achievement of certain payment milestones for others.

Each performance obligation is considered to ensure that the revenue recognition reflects the transfer of control and within grant agreements there may be some performance obligations where control transfers at a point in time and others which have continuous transfer of control over the life of the contract.

Where control is transferred over time, generally the input methods being either costs or time incurred are deemed to be the most appropriate methods to reflect the transfer of benefit.

Grant income Under AASB 1058

Assets arising from grants in the scope of AASB 1058 is recognised at the asset's fair value when the asset is received. Council considers whether there are any related liability or equity items associated with the asset which are recognised in accordance with the relevant accounting standard.

Once the assets and liabilities have been recognised then income is recognised for any remaining asset value at the time that the asset is received unless they are capital grants.

Capital grants

Capital grants received to enable Council to acquire or construct an item of infrastructure, property, plant and equipment to identified specifications which will be under Council's control and which is enforceable are recognised as revenue as and when the obligation to construct or purchase is completed.

For construction projects, this is generally as the construction progresses in accordance with costs incurred since this is deemed to be the most appropriate measure of the completeness of the construction project as there is no profit margin.

For acquisitions of assets, the revenue is recognised when the asset is acquired and controlled by Council.

Developer Contributions

Council has obligations to provide facilities from contribution revenues levied on developers under the provisions of sections 7.4, 7.11 and 7.12 of the *Environmental Planning and Assessment Act 1979*.

While Council generally incorporates these amounts as part of a Development Consents Order, such developer contributions are only recognised as income upon receipt by Council, due to the possibility that individual development consents may not be acted upon by the applicant and, accordingly, would not be payable to Council.

Developer contributions may only be expended for the purposes for which the contributions were required, but Council may apply contributions according to the priorities established in work schedules for the contribution plan.

Other grants and contributions

Assets, including cash, received from other grants and contributions are recognised at fair value when the asset is received. Council considers whether there are any related liability or equity items associated with the asset which are recognised in accordance with the relevant accounting standard.

Once the assets and liabilities have been recognised then income is recognised for any remaining asset value at the time that the asset is received.

B2-5 Interest and investment income

	2025 Actual \$ '000	2024 Actual \$ '000
Interest on financial assets measured at amortised cost		
– Overdue rates and annual charges	670	541
– Restricted funds	8,956	9,123
– General fund	5,718	5,723
– Biodiversity fund	435	297
Total interest and investment income (losses)	15,779	15,684
Interest and investment income is attributable to:		
Unrestricted investments/financial assets:		
General Council cash and investments	6,388	6,264
Restricted investments/funds – external:		
Developer contributions		
– Section 7.11	6,572	5,781
– Other developer contributions	1,747	2,706
Domestic waste management operations	637	636
Biodiversity fund	435	297
Total interest and investment income	15,779	15,684

B2-6 Other income

	Notes	2025 Actual \$ '000	2024 Actual \$ '000
Reversal of impairment losses on receivables			
Other		25	—
Total reversal of impairment losses on receivables	C1-4	25	—
Fair value increment on investments			
– Movements in investments at fair value through profit and loss (CivicRisk)		126	160
Total fair value increment on investments		126	160
Fair value increment on investment properties			
Fair value increment on investment properties		1,905	—
Total fair value increment on investment properties	C1-8	1,905	—
Rental income			
Investment properties			
Lease income (excluding variable lease payments not dependent on an index or rate)		1,237	1,194
Total investment properties		1,237	1,194
Other lease income			
Leaseback fees - council vehicles		1,557	1,453
Total other lease income		1,557	1,453
Total rental income	C2-2	2,794	2,647
Total other income		4,850	2,807

B3 Costs of providing services

B3-1 Employee benefits and on-costs

	2025 Actual \$ '000	2024 Actual \$ '000
Salaries and wages	62,146	54,630
Travel expenses ¹	3,706	3,419
Employee leave entitlements (ELE)	7,396	7,406
Superannuation	7,541	6,441
Workers' compensation insurance	3,789	3,161
Fringe benefit tax (FBT)	502	464
Training costs (other than salaries and wages)	749	661
Protective clothing	69	50
Other	270	319
Total employee costs	86,168	76,551
Less: capitalised costs	(5,779)	(5,618)
Total employee costs expensed	80,389	70,933

(1) The reported travel expenses in this note primarily reflects the leasing and running costs of Council's passenger vehicle fleet, which is essential for staff to carry out their duties across the area. Camden Council leases its fleet through a third party, and these leasing expenses are disclosed under travel costs in the Annual Financial Statements as required under the Local Government Code of Accounting Practice and Financial Reporting. Council also recovers private use component of employees travel expense through leaseback arrangement which is disclosed in note B2-6 Other Income.

B3-2 Materials and services

	Notes	2025 Actual \$ '000	2024 Actual \$ '000
Advertising		100	69
Advertising – recruitment related		80	116
Agency agreements		1,569	1,743
Audit Fees	E2-1	253	298
Bank charges		188	166
Biodiversity Future Management Actions Plan		–	4,327
Building maintenance		1,508	1,826
Community support programs		1,327	1,384
Companion animal control		218	199
Contractor costs		1,999	1,669
Councillor and Mayoral fees and associated expenses	E1-2	479	417
Emergency services		27	33
Electricity and heating		1,059	1,034
Information technology		3,338	3,125
Infrastructure maintenance and repairs		2,378	2,412
Insurance		2,539	2,149
Leisure centre and pools		12,502	6,357
Noxious weeds control		42	107
Parks and garden maintenance		6,367	6,182
Postage		331	348
Printing and stationery		316	391
Raw materials and consumables		5,183	5,562
Sec 7.11 administration – operating expenses		18	95
Street lighting		2,398	2,616
Subscriptions and publications		667	465
Telephone and communications		988	977
Tourism expenses (excluding employee costs)		31	16
Town Planning		219	508
Valuation fees		366	376
Waste management		17,784	10,417
Water charges		599	668
Legal expenses:			
– Legal expenses: planning and development		583	470
– Legal expenses: debt recovery		372	177
– Legal expenses: other		520	696
Other expenses		1,612	1,705
Total materials and services		67,960	59,100
Less: capitalised costs		(513)	(436)
Total materials and services		67,447	58,664

B3-3 Borrowing costs

	2025 Actual \$ '000	2024 Actual \$ '000
(i) Interest bearing liability costs		
Interest on leases	245	151
Interest on loans	2,062	1,774
Total interest bearing liability costs expensed	2,307	1,925
Total borrowing costs expensed	2,307	1,925

B3-4 Depreciation, amortisation and impairment of non-financial assets

	Notes	2025 \$ '000	2024 \$ '000
Depreciation and amortisation			
Plant and equipment		2,838	2,497
Office equipment		175	161
Furniture and fittings		173	304
Land improvements (depreciable)		1,379	1,323
Infrastructure:			
	C1-7		
– Buildings and other structures		9,428	8,291
– Roads		11,818	10,285
– Bridges		869	803
– Footpaths		3,113	2,571
– Stormwater drainage		6,400	5,929
– Other open space/recreational assets		921	663
Other assets:			
– Library books		267	260
– Other		493	512
Intangible assets	C1-9	518	248
Right of use assets	C2-1	2,983	2,399
Total depreciation and amortisation costs		41,375	36,246
Total depreciation and amortisation costs		41,375	36,246
Total depreciation, amortisation and impairment for non-financial assets		41,375	36,246

Material accounting policy information

Depreciation and amortisation

Depreciation and amortisation are calculated using the straight line method to allocate their cost over their estimated useful lives. Useful lives are included in Note C1-7 for IPPE assets and Note C1-9 for intangible assets and Note C2-1 for Right of Use Assets.

Impairment of non-financial assets

Council assets held at fair value that are not held primarily for their ability to generate net cash flow, and that are deemed to be specialised, are not tested for impairment since these assets are assessed on an annual basis to ensure that the carrying amount is not materially different from fair value and therefore an impairment loss would be captured during this assessment.

Intangible assets not yet available for use, are tested annually for impairment, or more frequently if events or changes in circumstances indicate that they might be impaired.

Other non-financial assets that do not meet the criteria above are tested for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs to sell and value in use.

For the purposes of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash inflows that are largely independent of the cash inflows from other assets or groups of assets (cash-generating units).

Impairment losses for revalued assets are firstly offset against the amount in the revaluation surplus for the class of asset, with only the excess to be recognised in the Income Statement.

B3-5 Other expenses

	Notes	2025 Actual \$ '000	2024 Actual \$ '000
Impairment of receivables			
Other		–	10
Total impairment of receivables	C1-4	–	10
Fair value decrement on investment properties			
Fair value decrement on investment properties		–	940
Total fair value decrement on investment properties	C1-8	–	940
Other			
Contributions/levies to other levels of government			
– Department of planning levy		49	80
– Emergency services levy (includes FRNSW, SES, and RFS levies)		2,568	2,179
Donations, contributions and assistance to other organisations (Section 356)		405	457
Write-down of inventories held for sale or distribution		5	62
Total other		3,027	2,778
Total other expenses		3,027	3,728

B4 Gains or losses

B4-1 Gain or loss from the disposal, replacement and de-recognition of assets

	Notes	2025 Actual \$ '000	2024 Actual \$ '000
Gain (or loss) on disposal of plant and equipment	C1-7		
Proceeds from disposal – plant and equipment		286	363
Less: carrying amount of plant and equipment assets sold/written off		(571)	(170)
Gain (or loss) on disposal		(285)	193
Gain (or loss) on disposal of infrastructure	C1-7		
Proceeds from disposal – infrastructure		–	–
Less: carrying amount of infrastructure assets written off		(4,736)	(3,045)
Gain (or loss) on disposal		(4,736)	(3,045)
Gain (or loss) on Biodiversity Credits	C1-5		
Proceeds from disposal – Biodiversity Credits		252	7,454
Less: carrying amount of Biodiversity Credits		(65)	(2,965)
Gain (or loss) on disposal		187	4,489
Gain (or loss) on disposal of investments	C1-2		
Proceeds from disposal/redemptions/maturities – investments		330,000	344,700
Less: carrying amount of investments sold/redeemed/matured		(330,000)	(344,700)
Gain (or loss) on disposal		–	–
Net gain (or loss) from disposal of assets		(4,834)	1,637

B5 Performance against budget

B5-1 Material budget variations

Council's original budget was adopted by the Council on 11 June 2024 and is not required to be audited. The original projections on which the budget was based have been affected by a number of factors. These include state and federal government decisions, including new grant programs, changing economic activity, environmental factors, and by decisions made by Council.

While these General Purpose Financial Statements include the original budget adopted by Council, the Act requires Council to review its financial budget on a quarterly basis, so it is able to manage the variation between actuals and budget that invariably occur during the year.

Material variations of more than 10% between original budget and actual results or where the variance is considered material by nature are explained below.

Variation Key: **F** = Favourable budget variation, **U** = Unfavourable budget variation.

\$ '000	2025 Budget	2025 Actual	2025 ----- Variance -----	
Revenues				
Rates and annual charges	112,010	110,592	(1,418)	(1)% U
User charges and fees	24,886	22,644	(2,242)	(9)% U
Other revenues	1,264	1,833	569	45% F
Income from Other Revenues exceeded budget expectations by \$0.569M. This increase is due to a range of variations including the recovery of legal fees in relation to debt recovery activities, event sponsorship and ticket sales and other revenues generated from leisure centres.				
Operating grants and contributions	9,761	7,563	(2,198)	(23)% U
Income from Operating Grants and Contributions were below budget expectations by \$2.198M. This reduction is primarily due to the timing of the Financial Assistance Grant advance payment which resulted in a variance of \$1.965M below budget expectations. The advance payment received by Council was 50% of the total FAG allocation, where Council's budget projection had anticipated 85%. There were also a number of smaller adjustments required to operational grants throughout the course of the year.				
Capital grants and contributions	213,993	179,564	(34,429)	(16)% U
Income from Capital Grants and Contributions were below budget expectations by \$34.429M. This reduction is primarily due to the rephasing of a number of significant capital projects into the 2025/26 Budget as reported as part of the December 2024 Budget Review. This resulted in a decrease in the expected level of capital income to be received in the 2024/25 financial year as a large number of grants are subject to milestones being achieved before claims can be made for reimbursement.				
Interest and investment revenue	11,989	15,779	3,790	32% F
Income from Interest and Investment revenue exceeded budget expectations by \$3.790M. This is due to the level of investment funds held by Council throughout the course of the year when compared to original budget forecasts. This has been significantly higher than original budget forecasts due to the rephasing of a number of significant projects into the 2025/26 Budget. Despite two interest rate reductions throughout the year, Council has also been able to achieve above industry benchmark returns during the 2024/25 Financial year.				
Net gains from disposal of assets	—	—	—	∞ F
Other income	7,743	4,850	(2,893)	(37)% U
Other Income was below budget expectations by \$2.893M. Council's adopted budget included an estimate for the fair value increment on investment properties of \$5M, the confirmed movement in the fair value of investment properties was \$1.9M, resulting in a budget variance of \$3.1M.				

B5-1 Material budget variations (continued)

\$ '000	2025 Budget	2025 Actual	2025 ----- Variance -----	
Expenses				
Employee benefits and on-costs	73,369	80,389	(7,020)	(10)% U
Employee Benefits and On-Costs exceeded budget by \$7.020M. This is in part due to an expense classification correction required within the 2024/25 Adopted Budget for travelling expenses of \$3.7M which was incorrectly disclosed against Materials and Services. There have also been increases in Council's workers compensation premium of \$1.3M and a higher than expected non-cash movement in ELE liability recorded for the period ending 30 June 2025 of \$1.9M.				
Materials and services	72,983	67,447	5,536	8% F
Borrowing costs	2,159	2,307	(148)	(7)% U
Depreciation, amortisation and impairment of non-financial assets	33,934	41,375	(7,441)	(22)% U
Depreciation, amortisation and impairment costs exceeded budget by \$7.441M. This is primarily driven by the level of dedicated assets received during the 2024/25 financial year (Total dedicated value of \$107M) and the completion of the Oran Park Leisure Centre Building in October 2024 (Construction Cost \$67M).				
Other expenses	2,350	3,027	(677)	(29)% U
Other expenses were above budget expectation for the 2024/25 financial year by \$0.677M. This is in primarily due to an increase in the Emergency Services Levy of \$0.3M when compared to original budget and a range of other minor variations in relation to operational expenditure during the financial year.				
Net losses from disposal of assets	–	4,834	(4,834)	∞ U
This variance is primarily due to non-cash adjustments in relation to the carrying amount of infrastructure assets which have been written off, which are not included in Council's original budget forecasts.				

Statement of cash flows

Cash flows from operating activities	114,973	78,255	(36,718)	(32)% U
Cashflow from operating activities were below budget expectations by \$36.718M. This reduction is primarily due to the rephasing of a number of significant capital projects into the 2025/26 Budget as reported as part of the December 2024 Budget Review. This resulted in a decrease in the expected level of capital income to be received in the 2024/25 financial year as a large number of grants are subject to milestones being achieved before claims can be made for reimbursement				
Cash flows from investing activities	(161,841)	(74,477)	87,364	(54)% F
Cashflow from investing activities were above budget expectations by \$87.364M. Payments for IPPE (capital acquisitions) were below budget expectations primarily due to the rephasing of a number of significant capital projects into the 2025/26 Budget as reported as part of the December 2024 Budget Review.				
Cash flows from financing activities	15,388	4,782	(10,606)	(69)% U
Cashflow from financing activities were below budget expectations by \$10.606M. This variance primarily relates a deferment (reduction) in loan funding of \$7.6M, in line with a the rephasing of a number of significant capital projects into the 2025/26 Budget as reported as part of the December 2024 Budget Review. Lease payments were classified as cash flows from operating activities as part of the adopted 2024/25 Budget which has also resulted in a variation of \$3.0M.				

C Financial position

C1 Assets we manage

C1-1 Cash and cash equivalents

	2025 Actual \$ '000	2024 Actual \$ '000
Cash on hand and at bank	4,875	10,215
Deposits at call	30,600	16,700
Total cash and cash equivalents	35,475	26,915

Reconciliation of cash and cash equivalents

Total cash and cash equivalents per Statement of Financial Position	35,475	26,915
Balance as per the Statement of Cash Flows	35,475	26,915

C1-2 Financial investments

	2025 Current Actual \$ '000	2025 Non-current Actual \$ '000	2024 Current Actual \$ '000	2024 Non-current Actual \$ '000
Financial assets at fair value through the profit and loss				
Civic Risk	–	517	–	391
Total	–	517	–	391
Debt securities at amortised cost				
Term deposits	270,000	–	265,000	–
Total	270,000	–	265,000	–
Total financial investments	270,000	517	265,000	391
Total cash assets, cash equivalents and investments	305,475	517	291,915	391

Material accounting policy information

Financial instruments are recognised initially on the date that the Council becomes party to the contractual provisions of the instrument.

On initial recognition, all financial instruments are measured at fair value plus transaction costs (except for instruments measured at fair value through profit or loss where transaction costs are expensed as incurred).

Financial assets

All recognised financial assets are subsequently measured in their entirety at either amortised cost or fair value, depending on the classification of the financial assets.

Classification

On initial recognition, Council classifies its financial assets into the following categories – those measured at:

- amortised cost
- fair value through profit and loss (FVTPL)
- fair value through other comprehensive income – equity instrument (FVOCI-equity)

Financial assets are not reclassified subsequent to their initial recognition.

Amortised cost

Council's financial assets measured at amortised cost comprise trade and other receivables, term deposits and cash and cash equivalents in the Statement of Financial Position. Term deposits with an initial term of more than 3 months are classified as investments rather than cash and cash equivalents.

Subsequent to initial recognition, these assets are carried at amortised cost using the effective interest rate method less provision for impairment.

Interest income, impairment and gains or loss on de-recognition are recognised in profit or loss.

Financial assets through profit or loss

All financial assets not classified as measured at amortised cost or fair value through other comprehensive income as described above are measured at fair value through profit or loss.

Net gains or losses, including any interest or dividend income, are recognised in profit or loss.

Interest in insurance mutuals

Council is member of CivicRisk Mutual Ltd (CRM Ltd) which is a company limited by guarantee owned and operated by its member Councils in NSW. CRM Ltd provides members protection which includes mutual self-insurance, group insurance arrangements and risk management support for general insurance lines of cover (excluding workers compensation). The member designed Constitution and Membership Rules ensures members are provided with a right to the surplus or deficit in protection years in which they were members.

The interest in CRM Ltd is accounted for as a financial asset in accordance with AASB 9 and held at fair value. Council's interest in its share of the surplus is calculated by CRM Ltd's Actuary, and changes in fair value recognized, as an increase or

C1-2 Financial investments (continued)

decrease through its income statement at each reporting period. Fair value is calculated using the income approach whereby expected future cash flows are discounted to present value. Expected cash flows include investment income.

	2025	2024
	\$'000	\$'000
Reconciliation		
Opening Balance	391	231
Movements in fair value	10	(39)
Fair Value at 1 July	401	192
Fair Value of CRM Ltd operations for the year	116	199
Fair Value at end of year	517	391

C1-3 Restricted and allocated cash, cash equivalents and investments

	2025 Actual \$ '000	2024 Actual \$ '000
(a) Externally restricted cash, cash equivalents and investments		
Total cash, cash equivalents and investments	305,992	292,306
Less: Externally restricted cash, cash equivalents and investments	(247,396)	(222,308)
Cash, cash equivalents and investments not subject to external restrictions	58,596	69,998

External restrictions

External restrictions – included in liabilities

External restrictions included in cash, cash equivalents and investments above comprise:

Specific purpose unexpended grants – general fund	59,596	57,509
External restrictions – included in liabilities	59,596	57,509
External restrictions – other		
Developer contributions – general	174,762	147,088
Domestic waste management	6,744	12,681
Stormwater management levy	751	645
Specific purpose unexpended grants (recognised as revenue) – general fund	5,342	4,156
Biodiversity Part A - Management Action Plan	201	229
External restrictions – other	187,800	164,799
Total external restrictions	247,396	222,308

Cash, cash equivalents and investments subject to external restrictions are those which are only available for specific use by Council due to a restriction placed by legislation or third-party contractual agreement.

	2025 Actual \$ '000	2024 Actual \$ '000
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(b) Internal allocations

Cash, cash equivalents and investments not subject to external restrictions	58,596	69,998
Less: Internally restricted cash, cash equivalents and investments	(57,172)	(66,272)
Unrestricted and unallocated cash, cash equivalents and investments	1,424	3,726

C1-3 Restricted and allocated cash, cash equivalents and investments (continued)

	2025	2024
	Actual	Actual
	\$ '000	\$ '000
Internal allocations		
Employees leave entitlement reserve	2,957	2,590
Revote/carry forward reserve	1,347	2,910
Asset renewal reserve	584	1,600
Camden parking reserve	111	121
Capital works reserve	2,481	3,151
Cemetery improvements reserve	1,184	2,607
Camden Regional Economic Taskforce reserve	22	22
Commercial waste services reserve	1,815	2,297
CSP 3 Loan Reserve	5,596	3,938
Information technology reserve	184	853
Elections reserve	–	455
Deposits, retentions and bonds	28,499	28,466
Plant and vehicle replacement	1,306	2,602
Engineering services deposits reserve	202	198
Technology improvement reserve	331	1,136
Public appeals reserve	14	14
Risk management reserve	115	115
BEP & Town Farm reserve	279	293
Stormwater management (general fund) reserve	80	106
Water savings action plan reserve	188	174
Working funds reserve	1,161	1,255
Unexpended grants reserve	3,747	5,609
Unexpended loans reserve	887	1,477
Work Health & Safety reserve	476	453
Central Administration Building reserve	417	422
Contributions Reserve	1,264	1,162
Biodiversity Credits reserve	1,925	2,246
Total internal allocations	57,172	66,272

Cash, cash equivalents and investments not subject to external restrictions may be internally allocated by resolution or policy of the elected Council.

	2025	2024
	Actual	Actual
	\$ '000	\$ '000
(c) Unrestricted and unallocated		
Unrestricted and unallocated cash, cash equivalents and investments	1,424	3,726

C1-4 Receivables

	2025 Current Actual \$ '000	2025 Non-current Actual \$ '000	2024 Current Actual \$ '000	2024 Non-current Actual \$ '000
Rates and annual charges	7,976	–	6,877	–
Interest and extra charges	608	–	480	–
User charges and fees	1,248	–	941	–
Restoration and private works	165	–	3	–
Accrued revenues				
– Grant income accruals	4,385	–	2,183	–
– Interest on investments	6,450	–	5,650	–
– Other income accruals	163	–	947	–
Government grants and subsidies	5,959	–	1,094	–
Health and environment inspections	8	–	22	–
Leisure centre contracts	432	–	583	–
Net GST receivable	1,531	–	929	–
Section 7.11 contributions	12	–	42	–
Insurance recoveries	–	–	16	–
Air Bridge Lease Receivable	58	2,453	59	2,511
Biodiversity Conservation Trust (BCT)	173	3,325	132	3,075
Other debtors	2,288	–	1,190	–
Total	31,456	5,778	21,148	5,586
Less: provision for impairment				
Other debtors	(43)	–	(76)	–
Total provision for impairment – receivables	(43)	–	(76)	–
Total net receivables	31,413	5,778	21,072	5,586
Externally restricted receivables				
Government Grants	10,344	–	3,277	–
Domestic waste management	1,722	–	1,508	–
Stormwater management	66	–	64	–
Section 7.11 contributions	12	–	42	–
Biodiversity Conservation Trust (BCT)	173	3,325	132	3,075
Total external restrictions	12,317	3,325	5,023	3,075
Internally restricted receivables				
Revote Reserve	2,021	–	2,712	–
Capital Works Reserve	3,721	–	2,938	–
Cemetery Reserve	1,777	–	–	–
Other Internal Reserves	3,606	–	–	–
Commercial Waste Reserve	25	–	17	–
Internally restricted receivables	11,150	–	5,667	–
Unrestricted receivables	7,946	2,453	10,382	2,511
Total net receivables	31,413	5,778	21,072	5,586

C1-4 Receivables (continued)

	2025 Actual \$ '000	2024 Actual \$ '000
Movement in provision for impairment of receivables		
Balance at the beginning of the year	76	82
+ new provisions recognised during the year	9	41
– amounts already provided for and written off or reversed this year	(42)	(47)
Balance at the end of the year	43	76

Material accounting policy information

Receivables are recognised initially at fair value and subsequently measured at amortised cost using the effective interest method, less provision for impairment. Receivables are generally due for settlement within 30 days.

Impairment

Impairment of financial assets measured at amortised cost is recognised on an expected credit loss (ECL) basis.

When determining whether the credit risk of a financial asset has increased significantly since initial recognition, and when estimating ECL, the Council considers reasonable and supportable information that is relevant and available without undue cost or effort. This includes both quantitative and qualitative information and analysis based on Council's historical experience and informed credit assessment, and including forward-looking information.

When considering the ECL for rates debtors, Council takes into account that unpaid rates represent a charge against the rateable property that will be recovered when the property is next sold. For non-rates debtors, Council uses the presumption that an asset which is more than 30 days past due has seen a significant increase in credit risk.

Council uses the presumption that a financial asset is in default when:

- the other party is unlikely to pay its credit obligations to the Council in full, without recourse by the Council to actions such as realising security (if any is held) or
- the financial assets (for non-rates debtors) are more than 90 days past due.

Credit losses are measured as the present value of the difference between the cash flows due to the entity in accordance with the contract, and the cash flows expected to be received. This is applied using a probability weighted approach.

On initial recognition of the asset, an estimate of the expected credit losses for the next 12 months is recognised. Where the asset has experienced significant increase in credit risk then the lifetime losses are estimated and recognised.

Council uses the simplified approach for trade receivables where the expected lifetime credit losses are recognised on day 1.

Council writes off a trade receivable when there is information indicating that the debtor is in severe financial difficulty and there is no realistic prospect of recovery, e.g. when the debtor has been placed under liquidation or has entered into bankruptcy proceedings.

Rates and annual charges outstanding are secured against the property.

C1-5 Inventories

	2025 Current Actual \$ '000	2025 Non-current Actual \$ '000	2024 Current Actual \$ '000	2024 Non-current Actual \$ '000
(i) Inventories at cost				
Stores and materials	279	–	299	–
Trading stock	14	–	14	–
Biodiversity Credits	52	–	117	–
Total inventories at cost	345	–	430	–
Total inventories	345	–	430	–

	2025 Current Actual \$ '000	2025 Non-current Actual \$ '000	2024 Current Actual \$ '000	2024 Non-current Actual \$ '000
Total externally restricted assets	–	–	–	–
Total unrestricted assets	345	–	430	–
Total inventories	345	–	430	–

C1-6 Non-current assets classified as held for sale

	2025 Current Actual \$ '000	2025 Non-current Actual \$ '000	2024 Current Actual \$ '000	2024 Non-current Actual \$ '000
Non-current assets held for sale				
Land	265	—	—	—
Total non-current assets held for sale	265	—	—	—

Details of assets

As at 30 June 2025, Council held a surplus property asset previously designated as 'Land - Operational', as held for sale. Settlement of the applicable sale transactions is anticipated to occur during the 2025/26 financial year, with the disposals endorsed by Council, purchasers have been determined, and contractual arrangements are in place.

C1-7 Infrastructure, property, plant and equipment

By aggregated asset class	At 1 July 2024			Asset movements during the reporting period							At 30 June 2025		
	Gross carrying amount	Accumulated depreciation and impairment	Net carrying amount	Additions renewals ¹	Additions new assets	Carrying value of disposals	Depreciation expense	WIP transfers	Adjustments and transfers	Revaluation increments to equity (ARR)	Gross carrying amount	Accumulated depreciation and impairment	Net carrying amount
	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000
Capital work in progress	116,234	—	116,234	—	45,747	—	—	(79,084)	(1,161)	—	81,736	—	81,736
Plant and equipment	30,706	(15,137)	15,569	—	2,257	(571)	(2,838)	3,009	—	—	34,358	(16,933)	17,425
Office equipment	6,277	(5,728)	549	—	220	—	(175)	100	—	—	6,597	(5,903)	694
Furniture and fittings	4,618	(3,998)	620	—	—	—	(173)	—	—	—	4,618	(4,171)	447
Land:													
– Land	351,282	—	351,282	—	25,774	—	—	1,538	(32)	166,683	545,246	—	545,246
– Land under roads	321,032	—	321,032	—	8,328	(540)	—	—	(233)	18,650	347,237	—	347,237
Land improvements – non-depreciable	6,581	—	6,581	—	289	(10)	—	155	300	243	7,557	—	7,557
Land improvements – depreciable	46,268	(7,075)	39,193	85	2,116	(483)	(1,379)	312	(227)	1,360	49,571	(8,595)	40,976
Infrastructure:													
– Buildings and other structures	374,890	(103,347)	271,543	2,352	8,626	(279)	(9,428)	63,568	(1,360)	68,818	509,506	(105,665)	403,841
– Roads	1,014,626	(257,105)	757,521	2,271	26,786	(1,191)	(11,818)	2,869	(139)	16,426	1,067,073	(274,350)	792,723
– Bridges	91,826	(20,422)	71,404	696	2,842	(164)	(869)	1,907	—	1,612	99,344	(21,916)	77,428
– Footpaths	243,955	(54,219)	189,736	1,159	13,065	(1,170)	(3,113)	4,813	242	4,026	266,894	(58,135)	208,759
– Bulk earthworks (non-depreciable)	96,105	—	96,105	—	3,589	(263)	—	—	—	762	100,193	—	100,193
– Stormwater drainage	749,415	(96,972)	652,443	78	30,442	(554)	(6,400)	150	1,189	5,212	786,921	(104,361)	682,560
– Other open space/recreational assets	19,069	(7,015)	12,054	318	12	(82)	(921)	663	(5)	390	20,458	(8,030)	12,428
Other assets:													
– Library books	5,554	(4,022)	1,532	—	272	—	(267)	—	—	—	5,826	(4,289)	1,537
– Other	9,017	(7,526)	1,491	—	463	—	(493)	—	—	—	9,480	(8,019)	1,461
Total infrastructure, property, plant and equipment	3,487,455	(582,566)	2,904,889	6,959	170,828	(5,307)	(37,874)	—	(1,426)	284,182	3,942,615	(620,367)	3,322,248

(1) Renewals are defined as the replacement of existing assets (as opposed to the acquisition of new assets).

C1-7 Infrastructure, property, plant and equipment (continued)

By aggregated asset class	At 1 July 2023			Asset movements during the reporting period								At 30 June 2024		
	Gross carrying amount	Accumulated depreciation and impairment	Net carrying amount	Additions renewals ¹	Additions new assets	Carrying value of disposals	Depreciation expense	WIP transfers	Adjustments and transfers	Revaluation-decrements to equity (ARR)	Revaluation-increments to equity (ARR)	Gross carrying amount	Accumulated depreciation and impairment	Net carrying amount
	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000
Capital work in progress	73,838	–	73,838	–	68,545	–	–	(25,115)	(1,034)	–	–	116,234	–	116,234
Plant and equipment	28,222	(12,972)	15,250	–	2,883	(170)	(2,497)	102	–	–	–	30,706	(15,137)	15,569
Office equipment	6,244	(5,567)	677	–	33	–	(161)	–	–	–	–	6,277	(5,728)	549
Furniture and fittings	4,553	(3,694)	859	–	65	–	(304)	–	–	–	–	4,618	(3,998)	620
Land:														
– Land	323,921	–	323,921	–	27,276	–	–	8	–	–	77	351,282	–	351,282
– Land under roads	306,251	–	306,251	–	6,982	–	–	–	–	–	7,798	321,032	–	321,032
Land improvements – non-depreciable	7,494	–	7,494	–	396	(121)	–	–	–	(1,190)	–	6,581	–	6,581
Land improvements – depreciable	42,196	(11,666)	30,530	1,554	1,102	(163)	(1,323)	–	–	–	7,493	46,268	(7,075)	39,193
Infrastructure:														
– Buildings and other structures	325,284	(93,420)	231,864	7,940	876	(983)	(8,291)	15,452	–	–	24,684	374,890	(103,347)	271,543
– Roads	928,786	(235,134)	693,652	10,468	24,480	(1,177)	(10,285)	4,284	–	–	36,100	1,014,626	(257,105)	757,521
– Bridges	85,596	(18,656)	66,940	589	1,136	(103)	(803)	154	–	–	3,491	91,826	(20,422)	71,404
– Footpaths	221,486	(49,002)	172,484	932	8,672	(99)	(2,571)	1,457	–	–	8,862	243,955	(54,219)	189,736
– Bulk earthworks (non-depreciable)	88,327	–	88,327	238	4,241	(183)	–	627	–	–	2,856	96,105	–	96,105
– Stormwater drainage	704,962	(92,915)	612,047	620	37,316	(144)	(5,929)	2,304	–	–	6,228	749,415	(96,972)	652,443
– Other open space/recreational assets	16,889	(5,632)	11,257	40	5	(72)	(663)	727	–	–	760	19,069	(7,015)	12,054
Other assets:														
– Library books	5,268	(3,762)	1,506	–	286	–	(260)	–	–	–	–	5,554	(4,022)	1,532
– Other	8,552	(7,014)	1,538	–	465	–	(512)	–	–	–	–	9,017	(7,526)	1,491
Total infrastructure, property, plant and equipment	3,177,869	(539,434)	2,638,435	22,381	184,759	(3,215)	(33,599)	–	(1,034)	(1,190)	98,349	3,487,455	(582,566)	2,904,889

(1) Renewals are defined as the replacement of existing assets (as opposed to the acquisition of new assets).

C1-7 Infrastructure, property, plant and equipment (continued)

Material accounting policy information

Infrastructure, property, plant and equipment are held at fair value. Independent comprehensive valuations are performed at least every three years, however the carrying amount of assets is assessed by Council at each reporting date to confirm that it is not materially different from current fair value.

Increases in the carrying amounts arising on revaluation are credited to the revaluation reserve. To the extent that the increase reverses a decrease previously recognising profit or loss relating to that asset class, the increase is first recognised as profit or loss. Decreases that reverse previous increases of assets in the same class are first charged against revaluation reserves directly in equity to the extent of the remaining reserve attributable to the class; all other decreases are charged to the Income Statement.

Infrastructure, property, plant and equipment are measured initially at cost. Cost includes the fair value of the consideration given to acquire the asset (net of discounts and rebates) and any directly attributable cost of bringing the asset to working condition for its intended use (inclusive of import duties and taxes).

Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to Council and the cost of the item can be measured reliably. All other repairs and maintenance are charged to the Income Statement during the financial period in which they are incurred.

When infrastructure, property, plant and equipment are acquired by Council for nil or nominal consideration, the assets are initially recognised at their fair value at acquisition date.

Land is not depreciated. Depreciation on other assets is calculated using the straight-line method to allocate their carrying amount, net of their residual values, over their estimated remaining useful lives as follows:

Asset descriptions	Useful lives 2025	Useful lives 2024
Plant and equipment	3-15	3-15
Office equipment	3-10	3-10
Furniture and fittings	3-10	3-10
Land improvements - depreciable	20-50	20-50
Infrastructure:		
– Buildings and other structures	10-220	15-150
– Roads	20-100	20-100
– Bridges	50-100	50-100
– Footpaths	20-80	20-80
– Stormwater drainage	10-150	10-150
– Open space / recreational assets	10-50	10-50
Other assets:		
– Library books	5-10	5-10
– Other	5-10	5-10

The assets' residual values and useful lives are reviewed, and adjusted if appropriate, at each reporting date.

Land under roads

Land under roads is land under roadways and road reserves including land under footpaths, nature strips and median strips.

Council has elected to recognise land under roads acquired before 1 July 2008 in accordance with AASB 1051 Land Under Roads.

Land under roads acquired after 1 July 2008 is recognised in accordance with AASB 116 Property, Plant and Equipment.

Crown reserves

Crown reserves under Council's care and control are recognised as assets of the Council. While ownership of the reserves remains with the Crown, Council retains operational control of the reserves and is responsible for their maintenance and use in accordance with the specific purposes to which the reserves are dedicated.

Improvements on Crown reserves are also recorded as assets, while maintenance costs incurred by Council and revenues relating to the reserves are recognised within Council's Income Statement.

C1-7 Infrastructure, property, plant and equipment (continued)

Rural Fire Service assets

Under Section 119 of the *Rural Fire Services Act 1997 (NSW)*, “all firefighting equipment purchased or constructed wholly or from money to the credit of the Fund is to be vested in the council of the area for or on behalf of which the firefighting equipment has been purchased or constructed”.

These Rural Fire Service assets are recognised as assets of the Council in these financial statements.

C1-8 Investment properties

	2025 \$ '000	2024 \$ '000
Owned investment property		
Investment property on hand at fair value	46,925	45,020
Total owned investment property	46,925	45,020

Owned investment property

At fair value

Opening balance at 1 July	45,020	45,960
Net gain/(loss) from fair value adjustments	1,905	(940)
Closing balance at 30 June	46,925	45,020

Material accounting policy information

Investment property, principally comprising freehold office buildings, is held for long-term rental yields and is not occupied by Council.

C1-9 Intangible assets

Intangible assets are as follows:

	2025 Actual \$ '000	2024 Actual \$ '000
Software		
Opening values at 1 July		
Gross book value	4,047	2,847
Accumulated amortisation	(2,347)	(2,099)
Net book value – opening balance	1,700	748
Movements for the year		
Purchases	491	1,200
Amortisation charges	(518)	(248)
Closing values at 30 June		
Gross book value	4,538	4,047
Accumulated amortisation	(2,865)	(2,347)
Total software – net book value	1,673	1,700
Total intangible assets – net book value	1,673	1,700

Material accounting policy information

Amortisation is calculated on a straight line basis over periods generally ranging from three to five years.

C1-10 Other

Other assets

	2025 Current Actual \$ '000	2025 Non-current Actual \$ '000	2024 Current Actual \$ '000	2024 Non-current Actual \$ '000
Prepayments	2,627	–	2,005	–
Information technology holding account	60	–	23	–
Refundable Bonds	1,354	–	1,134	–
Telecommunication Special Redemption Fund (SRF)	–	–	6	–
Total other assets	4,041	–	3,168	–

Current other assets not anticipated to be settled within the next 12 months

The following other assets, even though classified as current are not expected to be recovered in the next 12 months;

	2025 Current Actual \$ '000	2025 Non-current Actual \$ '000	2024 Current Actual \$ '000	2024 Non-current Actual \$ '000
Total unrestricted assets	4,041	–	3,168	–
Total other assets	4,041	–	3,168	–

C2 Leasing activities

C2-1 Council as a lessee

Council has leases over a range of assets including vehicles, IT, gym and office equipment. Information relating to the leases in place and associated balances and transactions is provided below.

Vehicles

Council leases vehicles and equipment with lease terms varying from 1 to 4 years; the lease payments are fixed during the lease term and there is generally no renewal option exercised.

Each car has a separate lease and can vary in terms based on estimated distance travelled each year.

Some running costs are part of the costs charged from the leasing company but are treated as a separate cost to leasing and are expensed as materials in the year incurred.

Gym equipment

Council leases gym equipment on fixed term lease for approximately 5 years with option to further renewal. The lease payments are fixed during the term of the lease.

Office and IT equipment

Leases for office and IT equipment are generally items such as photocopiers. The leases are for approximately 5 years with no renewal option, the payments are fixed, however some of the leases include payments based on usage, which are included as expenses in Materials and Services Note B3-2.

Extension options

Council's lease for vehicles and gym equipment have an extension option but Council does not normally exercise this option, however there have been times where this option has been taken up due to the plant & equipment availability.

There has been no inclusion for extension options for the future other than known extensions which have been included in the current lease liability.

(a) Right of use assets

	Plant & Equipment Actual \$ '000	Office Equipment Actual \$ '000	Total Actual \$ '000
2025			
Opening balance at 1 July	3,008	584	3,592
Additions to right-of-use assets	3,619	443	4,062
Amortisation of right-of-use assets	(2,709)	(274)	(2,983)
Balance at 30 June	3,918	753	4,671
2024			
Opening balance at 1 July	2,156	275	2,431
Additions to right-of-use assets	3,087	473	3,560
Amortisation of right-of-use assets	(2,235)	(164)	(2,399)
Balance at 30 June	3,008	584	3,592

(b) Lease liabilities

	2025 Current Actual \$ '000	2025 Non-current Actual \$ '000	2024 Current Actual \$ '000	2024 Non-current Actual \$ '000
Lease liabilities	2,525	2,142	1,956	1,656
Total lease liabilities	2,525	2,142	1,956	1,656

C2-1 Council as a lessee (continued)

(c) (i) The maturity analysis

The maturity analysis of lease liabilities based on contractual undiscounted cash flows is shown in the table below:

	< 1 year Actual \$ '000	1 – 5 years Actual \$ '000	> 5 years Actual \$ '000	Total Actual \$ '000	Total per Statement of Financial Position Actual \$ '000
2025					
Cash flows	2,709	2,291	–	5,000	4,667
	< 1 year Restated Actual \$ '000	1 – 5 years Restated Actual \$ '000	> 5 years Actual \$ '000	Total Actual \$ '000	Total per Statement of Financial Position Actual \$ '000
2024					
Cash flows	2,085	1,762	–	3,847	3,612

(ii) Lease liabilities relating to unrestricted assets

	2025 Current Actual \$ '000	2025 Non-current Actual \$ '000	2024 Current Actual \$ '000	2024 Non-current Actual \$ '000
Total lease liabilities relating to unrestricted assets	2,525	2,142	1,956	1,656
Total lease liabilities	2,525	2,142	1,956	1,656

(d) Income Statement

The amounts recognised in the Income Statement relating to leases where Council is a lessee are shown below:

	2025 Actual \$ '000	2024 Restated Actual \$ '000
Interest on lease liabilities	245	151
Amortisation of right of use assets	2,983	2,399
	3,228	2,550

(e) Statement of Cash Flows

Interest Payments	238	142
Lease payments made prior to or on lease commencement	7	8
Lease Payments	3,000	2,406
Total Cash outflow for Leases	3,245	2,556

C2-1 Council as a lessee (continued)

(f) Leases at significantly below market value – concessionary / peppercorn leases

Council has a number of leases at significantly below market for office space which are used for general office operations.

The leases are generally between 1 and 5 years and require payments of a maximum amount of \$1,000 per year. The use of the right-to-use asset is restricted by the lessors to specified community services which Council must provide, these services are detailed in the leases.

Council does not believe that any of the leases in place are individually material from a statement of financial position or performance perspective.

Material accounting policy information

Council has elected not to separate non-lease components from lease components for any class of asset and has accounted for payments as a single component.

The right-of-use asset is measured using the cost model where cost on initial recognition comprises the lease liability, initial direct costs, prepaid lease payments, estimated cost of removal and restoration, less any lease incentives received. The right-of-use asset is depreciated over the lease term on a straight-line basis and assessed for impairment in accordance with the impairment of asset accounting policy.

Exceptions to lease accounting

Council has applied the exceptions to lease accounting for both short-term leases (i.e. leases with a term of less than or equal to 12 months) and leases of low-value assets. Council recognises the payments associated with these leases as an expense on a straight-line basis over the lease term.

Leases at significantly below market value/ Concessionary leases

Council has elected to measure the right-of-use asset arising from the concessionary leases at cost which is based on the associated lease liability at initial recognition.

C2-2 Council as a lessor

Operating leases

Council leases out a number of properties. These leases have been classified as operating leases for financial reporting purposes and the assets are included as investment property (refer Note C1-8) and property, plant and equipment (refer to Note C1-7) in the Statement of Financial Position.

The amounts recognised in the Income Statement relating to operating leases where Council is a lessor are shown below:

	2025 Actual \$ '000	2024 Actual \$ '000
--	---------------------------	---------------------------

(i) Assets held as investment property

Council has 7 Investment Properties in which 6 were leased during the 2024/2025 Financial Year.

The amounts recognised in the Income Statement relating to operating leases where Council is a lessor are shown below

Lease income (excluding variable lease payments not dependent on an index or rate)	1,233	1,194
Total income relating to operating leases for investment property assets	1,233	1,194

Operating lease expenses

Direct operating expenses that generated rental income	55	45
Total expenses relating to operating leases	55	45

Repairs and maintenance: investment property

Contractual obligations for future repairs and maintenance	–	21
Total repairs and maintenance: investment property	–	21

(ii) Assets held as property, plant and equipment

This comprises of Council's Employee contributions towards the leasing of its motor vehicle fleet.

Lease income (excluding variable lease payments not dependent on an index or rate)	1,557	1,453
Total income relating to operating leases for Council assets	1,557	1,453

(iii) Maturity analysis of undiscounted lease payments to be received after reporting date for all operating leases:

Maturity analysis of future lease income receivable showing the undiscounted lease payments to be received after reporting date for operating leases:

< 1 year	1,246	1,231
1–2 years	1,236	1,201
2–3 years	638	1,195
3–4 years	573	585
4–5 years	587	568
> 5 years	1,020	1,605
Total undiscounted lease payments to be received	5,300	6,385

C3 Liabilities of Council

C3-1 Payables

	2025 Current Actual \$ '000	2025 Non-current \$ '000	2024 Current Actual \$ '000	2024 Non-current \$ '000
Prepaid rates	2,514	–	2,442	–
Goods and services – operating expenditure	8,972	43	13,602	29
Accrued expenses:				
– Borrowings	542	–	536	–
– Salaries and wages	1,229	–	1,038	–
– Interest on leases	19	–	12	–
Security bonds, deposits and retentions	28,137	–	28,108	–
Section 7.11 – works in kind agreements	5,596	–	3,491	–
Other	116	–	99	–
Total payables	47,125	43	49,328	29

Payables relating to restricted assets

	2025 Current Actual \$ '000	2025 Non-current \$ '000	2024 Current Actual \$ '000	2024 Non-current \$ '000
Externally restricted assets				
Section 7.11 - Works in kind agreements	5,596	–	3,491	–
Payables relating to externally restricted assets	5,596	–	3,491	–
Total payables relating to restricted assets	5,596	–	3,491	–
Total payables relating to unrestricted assets	41,529	43	45,837	29
Total payables	47,125	43	49,328	29

Current payables not anticipated to be settled within the next twelve months

	2025 Actual \$ '000	2024 Actual \$ '000
The following liabilities, even though classified as current, are not expected to be settled in the next 12 months.		
Payables – security bonds, deposits and retentions	20,225	23,376
Total payables	20,225	23,376

Material accounting policy information

Payables represent liabilities for goods and services provided to Council prior to the end of the financial year that are unpaid. The amounts are unsecured and are usually paid within 30 days of recognition.

C3-2 Contract Liabilities

		2025 Current Actual \$ '000	2025 Non-current Actual \$ '000	2024 Current Actual \$ '000	2024 Non-current Actual \$ '000
	Notes				
Grants and contributions received in advance:					
Unexpended capital grants (to construct Council controlled assets)	(i)	69,533	—	59,778	—
Unexpended operating grants (received prior to performance obligation being satisfied)	(ii)	406	—	1,007	—
Total grants received in advance		69,939	—	60,785	—
User fees and charges received in advance:					
Leisure centre	(iii)	180	—	214	—
Statutory and regulatory fees	(iv)	683	—	525	—
Other		1,123	—	740	—
Total user fees and charges received in advance		1,986	—	1,479	—
Total contract liabilities		71,925	—	62,264	—

Notes

(i) Council has received funding to construct assets including sporting facilities, bridges and other infrastructure. The funds received are under an enforceable contract which require Council to construct an identified asset which will be under Council's control on completion. The revenue is recognised as Council constructs the asset and the contract liability reflects the funding received which cannot yet be recognised as revenue. The revenue is expected to be recognised in the next 12 months.

(ii) The contract liability relates to grants received prior to the revenue recognition criteria in AASB 15 being satisfied since the performance obligations are ongoing.

(iii) Upfront membership fees for the leisure centres do not meet the definition of a performance obligation and therefore the funds received are recorded as a contract liability on receipt and recognised as revenue over the expected average membership life.

(iv) Statutory and regulatory fees (development application income) is recognised as a contract liability on receipt and recognised as revenue when the performance obligation is satisfied.

Contract liabilities relating to restricted assets

	2025 Current Actual \$ '000	2025 Non-current Actual \$ '000	2024 Current Actual \$ '000	2024 Non-current Actual \$ '000
Externally restricted assets				
Unspent grants held as contract liabilities	69,939	—	60,785	—
Contract liabilities relating to externally restricted assets	69,939	—	60,785	—
Total contract liabilities relating to restricted assets	69,939	—	60,785	—
Total contract liabilities relating to unrestricted assets	1,986	—	1,479	—
Total contract liabilities	71,925	—	62,264	—

C3-2 Contract Liabilities (continued)

Revenue recognised that was included in the contract liability balance at the beginning of the period

	2025	2024
	Actual	Actual
	\$ '000	\$ '000
Grants and contributions received in advance:		
Capital grants (to construct Council controlled assets)	7,726	15,191
Operating grants (received prior to performance obligation being satisfied)	794	1,058
Total revenue recognised that was included in the contract liability balance at the beginning of the period	8,520	16,249

Significant changes in contract liabilities

The contract liabilities have arisen on adoption of AASB 15 and AASB 1058. Previously income received in advance was recognised for reciprocal contracts. The increase in contract liabilities for 2024/2025 is primarily due to additional grant funding secured in relation to new growth precincts.

C3-3 Borrowings

	2025 Current Actual \$ '000	2025 Non-current Actual \$ '000	2024 Current Actual \$ '000	2024 Non-current Actual \$ '000
Loans – secured ¹	3,948	54,185	3,527	46,817
Total borrowings	3,948	54,185	3,527	46,817

(1) Loans are secured over the general rating income of Council.

Disclosures on liability interest rate risk exposures, fair value disclosures and security can be found in Note D1-1.

Borrowings relating to restricted assets

	2025 Current Actual \$ '000	2025 Non-current Actual \$ '000	2024 Current Actual \$ '000	2024 Non-current Actual \$ '000
Total borrowings relating to restricted assets	–	–	–	–
Total borrowings relating to unrestricted assets	3,948	54,185	3,527	46,817
Total borrowings	3,948	54,185	3,527	46,817

Current borrowings not anticipated to be settled within the next twelve months

	2025 Actual \$ '000	2024 Actual \$ '000
Total borrowings	–	–

The following borrowings, even though classified as current, are not expected to be settled in the next 12 months.

Total borrowings	–	–
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(a) Changes in liabilities arising from financing activities

	2024 Opening Balance \$ '000	Cash flows \$ '000	Non-cash movements Acquisition \$ '000	2025 Closing balance \$ '000
Loans – secured	50,344	7,789	–	58,133
Lease liability (Note C2-1)	3,612	(3,007)	4,062	4,667
Total liabilities from financing activities	53,956	4,782	4,062	62,800

	2023 Opening Balance \$ '000	Cash flows \$ '000	Non-cash movements Acquisition \$ '000	2024 Closing balance \$ '000
Loans – secured	46,550	3,794	–	50,344
Lease liability (Note C2-1)	2,467	(2,415)	3,560	3,612
Total liabilities from financing activities	49,017	1,379	3,560	53,956

continued on next page ...

C3-3 Borrowings (continued)

(b) Financing arrangements

	2025 Actual \$ '000	2024 Restated Actual \$ '000
Total facilities		
Total financing facilities available to Council at the reporting date are:		
Bank overdraft facilities	150	150
Credit cards/purchase cards	450	450
Master lease facilities	2,500	2,500
Total financing arrangements	3,100	3,100
Drawn facilities		
Financing facilities drawn down at the reporting date are:		
– Lease facilities	440	470
Total drawn financing arrangements	440	470
Undrawn facilities		
Undrawn financing facilities available to Council at the reporting date are:		
– Bank overdraft facilities	150	150
– Credit cards/purchase cards	450	450
– Lease facilities	2,060	2,030
Total undrawn financing arrangements	2,660	2,630

The bank overdraft facility may be drawn at any time and may be terminated by the bank without notice

Breaches and defaults

During the current and prior year, there were no defaults or breaches on any of the loans.

Covenants

Council has reviewed its loan portfolio and identified TCorp loans that require Council to have a Debt Service Cover Ratio (DSCR) of 1.50x or better in order to comply with its debt covenant. Council's DSCR is 1.17x. The total value of TCorp loans is \$39.2 million.

Following discussions with TCorp it was agreed that the decreased DSCR is due to the impact of a new domestic waste contract, and Council's decision to phase the increasing of Domestic Waste Fees and Charges that offset increased costs associated with the new contract. The use of waste reserves to subsidise the increase had been in planning since 2015/16, to protect the community from a significant one-off increase.

TCorp acknowledged that the purpose of the DSCR financial undertaking is to test the ongoing ability of the Council to meet loan commitments from net operating earnings. TCorp also acknowledged that the Council intends to take corrective action to address this situation.

Accordingly, TCorp confirmed that for the calculation of DSCR for financial year 2024/2025 only, for Compliance Certificate purposes, TCorp would accept an adjustment to EBITDA to reflect the contribution from the Domestic Waste Management Reserve (that is the amount transferred from that fund to meet domestic waste costs).

The amended DSCR is 2.04x which is above the debt covenant requirement of 1.50x. Council has no loans funded from domestic waste.

C3-4 Employee benefit provisions

	2025 Current Actual \$ '000	2025 Non-current Actual \$ '000	2024 Current Actual \$ '000	2024 Non-current Actual \$ '000
Annual leave	5,886	–	5,370	–
Long service leave	12,256	751	11,259	569
Total employee benefit provisions	18,142	751	16,629	569

Current employee benefit provisions not anticipated to be settled within the next twelve months

	2025 Actual \$ '000	2024 Actual \$ '000
The following provisions, even though classified as current, are not expected to be settled in the next 12 months.		
Provisions – employees benefits	11,840	11,129
	11,840	11,129

Description of and movements in provisions

	ELE provisions		
	Annual leave \$ '000	Long service leave \$ '000	Total \$ '000
2025			
At beginning of year	5,370	11,828	17,198
Additional provisions	5,061	2,319	7,380
Amounts used (payments)	(4,545)	(1,140)	(5,685)
Total ELE provisions at end of year	5,886	13,007	18,893
2024			
At beginning of year	4,903	10,152	15,055
Additional provisions	4,587	2,941	7,528
Amounts used (payments)	(4,120)	(1,265)	(5,385)
Total ELE provisions at end of year	5,370	11,828	17,198

Material accounting policy information

Other long-term employee benefit obligations

The liability for long-service leave and annual leave that is not expected to be wholly settled within 12 months after the end of the period in which the employees render the related service is recognised in the provision for employee benefits and measured as the present value of expected future payments to be made in respect of services provided by employees up to the end of the reporting period using the projected unit credit method. Consideration is given to expected future wage and salary levels, experience of employee departures, and periods of service. Expected future payments are discounted using market yields at the end of the reporting period on national government bonds with terms to maturity and currency that match, as closely as possible, the estimated future cash outflows.

C3-5 Provisions

	2025 Current Actual \$ '000	2025 Non-Current Actual \$ '000	2024 Current Actual \$ '000	2024 Non-Current Actual \$ '000
Other provisions				
Biodiversity Future Management Action Plan	173	4,088	132	4,180
Sub-total – other provisions	173	4,088	132	4,180
Total provisions	173	4,088	132	4,180
Total provisions relating to restricted assets	173	4,088	132	4,180
Total provisions relating to unrestricted assets	–	–	–	–
Total provisions	173	4,088	132	4,180

Description of and movements in provisions

	Other provisions	
	Biodiversity Future Management Actions Plan \$ '000	Total \$ '000
2025		
At beginning of year	4,312	4,312
Additional provisions due to CPI	81	81
Unwinding prior year provision	(132)	(132)
Total other provisions at end of year	4,261	4,261
2024		
At beginning of year	4,312	4,312
Total other provisions at end of year	4,312	4,312

Nature and purpose of provisions

Biobanking Future Management Action Plan

This provision is to recognise the liability in respect of the environmental obligations to maintain the biodiversity site in accordance with the terms and conditions of the Biobanking Agreement.

Material accounting policy information

Provisions are recognised when Council has a present legal or constructive obligation as a result of past events, it is probable that an outflow of resources will be required to settle the obligation, and the amount has been reliably estimated.

Where there are a number of similar obligations, the likelihood that an outflow will be required in settlement is determined by considering the class of obligations as a whole. A provision is recognised even if the likelihood of an outflow with respect to any one item included in the same class of obligations may be small.

Provisions are measured at the present value of management's best estimate of the expenditure required to settle the present obligation at the reporting date. The discount rate used to determine the present value reflects current market assessments of the time value of money and the risks specific to the liability. The increase in the provision due to the passage of time is recognised as a borrowing cost.

C4 Reserves

C4-1 Nature and purpose of reserves

IPPE Revaluation Surplus

The infrastructure, property, plant and equipment (IPPE) revaluation reserve is used to record increments and decrements in the revaluation of infrastructure, property, plant and equipment.

D Risks and accounting uncertainties

D1-1 Risks relating to financial instruments held

Council's activities expose it to a variety of financial risks including **(1)** price risk, **(2)** credit risk, **(3)** liquidity risk and **(4)** interest rate risk. Council's overall risk management program focuses on the unpredictability of financial markets and seeks to minimise potential adverse effects on the financial performance of the Council.

Council does not engage in transactions expressed in foreign currencies and is therefore not subject to foreign currency risk. Financial risk management is carried out by Council's finance section under policies approved by the Council. A comparison by category of the carrying amounts and fair values of Council's financial assets and financial liabilities recognised in the financial statements is presented below.

	Carrying value 2025 \$ '000	Carrying value 2024 \$ '000	Fair value 2025 \$ '000	Fair value 2024 \$ '000
Financial assets				
Measured at amortised cost				
Cash and cash equivalents	35,475	26,915	35,475	26,915
Receivables	37,191	26,658	37,191	26,658
Investments				
– Debt securities at amortised cost	270,000	265,000	270,000	265,000
Fair value through profit and loss				
Investments				
– Held for trading	517	391	517	391
Total financial assets	343,183	318,964	343,183	318,964
Financial liabilities				
Payables	47,168	49,357	47,168	49,357
Loans/advances	58,133	50,344	58,133	50,344
Lease liabilities	4,667	3,612	4,667	3,612
Total financial liabilities	109,968	103,313	109,968	103,313

Fair value is determined as follows:

- **Cash and cash equivalents, receivables, payables** – are estimated to be the carrying value that approximates market value.
- **Borrowings and measure at amortised cost investments** – are based upon estimated future cash flows discounted by the current market interest rates applicable to assets and liabilities with similar risk profiles, unless quoted market prices are available.
- Financial assets classified (i) **at fair value through profit and loss** or (ii) **at fair value through other comprehensive income** – are based upon quoted market prices (in active markets for identical investments) at the reporting date or independent valuation.

Council's objective is to maximise its return on cash and investments whilst maintaining an adequate level of liquidity and preserving capital. Council's finance area manages the cash and Investments portfolio with the assistance of an independent advisor.

Council has an investment policy which complies with the Local Government Act 1993 and Minister's investment order 625. This policy is regularly reviewed by Council and an investment report is tabled before Council on a monthly basis setting out the portfolio breakup and its performance as required by Local Government regulations. The risks associated with the instruments held are:

- **Price risk** – the risk that the capital value of Investments may fluctuate due to changes in market prices, whether these changes are caused by factors specific to individual financial instruments or their issuers or are caused by factors affecting similar instruments traded in a market.
- **Interest rate risk** – the risk that movements in interest rates could affect returns and income.
- **Liquidity risk** – the risk that Council will not be able to pay its debts as and when they fall due
- **Credit risk** – the risk that the investment counterparty will not complete their obligations particular to a financial instrument, resulting in a financial loss to Council – be it of a capital or income nature.

D1-1 Risks relating to financial instruments held (continued)

Council manages these risks (amongst other measures) by diversifying its portfolio and only purchasing investments with high credit ratings or capital guarantees.

(a) Market risk – interest rate and price risk

	2025 \$ '000	2024 \$ '000
The impact on the result for the year and equity of a reasonably possible movement in the price of investments held and interest rates is shown below. The reasonably possible movements were determined based on historical movements and economic conditions in place at the reporting date.		
Impact of a 1% movement in interest rates		
– Equity / Income Statement	2,700	2,650

(b) Credit risk

Council's major receivables comprise (i) rates and annual charges and (ii) user charges and fees.

Council typically manages the credit risk associated with these receivables by monitoring outstanding debt and employing stringent debt recovery procedures.

The credit risk for liquid funds and other short-term financial assets is considered negligible, since the counterparties are reputable banks with high quality external credit ratings. There are no significant concentrations of credit risk, whether through exposure to individual customers, specific industry sectors and/or regions.

Council makes suitable provision for expected credit losses as required and carries out credit checks on most non-rate debtors. There are no material receivables that have been subjected to a re-negotiation of repayment terms.

Credit risk profile

Receivables – rates and annual charges

Credit risk on rates and annual charges is minimised by the ability of Council to recover these debts as a secured charge over the land; that is, the land can be sold to recover the debt. Council is also able to charge interest on overdue rates and annual charges at higher than market rates which further encourages payment.

	Not yet overdue \$ '000	overdue rates and annual charges < 5 years \$ '000	≥ 5 years \$ '000	Total \$ '000
2025				
Gross carrying amount	–	7,976	–	7,976
2024				
Gross carrying amount	–	6,877	–	6,877

Receivables - non-rates and annual charges and contract assets

Council applies the simplified approach for non-rates and annual charges debtors to provide for expected credit losses prescribed by AASB 9, which permits the use of the lifetime expected loss provision. To measure the expected credit losses, non-rates and annual charges debtors have been grouped based on shared credit risk characteristics and the days past due.

	Not yet overdue \$ '000	0 - 30 days \$ '000	Overdue debts 31 - 60 days \$ '000	61 - 90 days \$ '000	> 91 days \$ '000	Total \$ '000
2025						
Gross carrying amount	5,017	12,672	10,038	–	–	27,727
Expected loss rate (%)	0.00%	0.00%	0.43%	0.00%	0.00%	0.16%
ECL provision	–	–	43	–	–	43

D1-1 Risks relating to financial instruments held (continued)

2024

Gross carrying amount	3,781	8,856	6,291	–	–	18,928
Expected loss rate (%)	0.00%	0.00%	1.21%	0.00%	0.00%	0.40%
ECL provision	–	–	76	–	–	76

(c) Liquidity risk

Payables, lease liabilities and borrowings are both subject to liquidity risk; that is, the risk that insufficient funds may be on hand to meet payment obligations as and when they fall due.

Council manages this risk by monitoring its cash flow requirements and liquidity levels, and by maintaining an adequate cash buffer. Payment terms can be extended, and overdraft facilities drawn upon in extenuating circumstances.

Borrowings are also subject to interest rate risk: the risk that movements in interest rates could adversely affect funding costs. Council manages this risk through diversification of borrowing types, maturities and interest rate structures.

The finance team regularly reviews interest rate movements to determine if it would be advantageous to refinance or renegotiate part or all of the loan portfolio.

The timing of cash flows presented in the table below to settle financial liabilities reflects the earliest contractual settlement dates. The timing of expected outflows is not expected to be materially different from contracted cashflows.

The amounts disclosed in the table are the undiscounted contracted cash flows for non-lease liabilities (refer to Note C2-1(b) for lease liabilities) and therefore the balances in the table may not equal the balances in the Statement of Financial Position due to the effect of discounting.

	Weighted average interest rate %	Subject to no maturity \$ '000	payable in: ≤ 1 Year \$ '000	1 - 5 Years \$ '000	> 5 Years \$ '000	Total cash outflows \$ '000	Actual carrying values \$ '000
2025							
Borrowings	4.82%	–	3,948	17,383	36,802	58,133	58,133
Payables	0.00%	28,137	13,392	5,639	–	47,168	47,168
Total financial liabilities		28,137	17,340	23,022	36,802	105,301	105,301
2024							
Borrowings	4.62%	–	3,527	18,148	28,669	50,344	50,344
Payables	0.00%	28,108	17,729	3,520	–	49,357	49,357
Total financial liabilities		28,108	21,256	21,668	28,669	99,701	99,701

D2-1 Fair value measurement

The Council measures the following asset and liability classes at fair value on a recurring basis:

- Infrastructure, property, plant and equipment
- Investment property

The fair value of assets and liabilities must be estimated in accordance with various accounting standards for either recognition and measurement requirements or for disclosure purposes.

AASB 13 Fair Value Measurement requires all assets and liabilities measured at fair value to be assigned to a 'level' in the fair value hierarchy as follows:

Level 1: Unadjusted quoted prices in active markets for identical assets or liabilities that the entity can access at the measurement date.

Level 2: Inputs other than quoted prices included within level 1 that are observable for the asset or liability, either directly or indirectly.

Level 3: Inputs for the asset or liability that are not based on observable market data (unobservable inputs).

D2-1 Fair value measurement (continued)

Fair value measurement hierarchy						
Notes	Level 2 Significant observable inputs		Level 3 Significant unobservable inputs		Total	
	2025	2024	2025	2024	2025	2024
	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000
Recurring fair value measurements						
Investment property	C1-8					
Properties	46,925	45,020	–	–	46,925	45,020
Total investment property	46,925	45,020	–	–	46,925	45,020
Infrastructure, property, plant and equipment						
	C1-7					
Land	322,989	157,540	222,257	193,742	545,246	351,282
Land under Roads	–	–	347,237	321,032	347,237	321,032
Land Improvements	–	–	48,533	45,774	48,533	45,774
Buildings and Other Structures	–	–	403,841	271,543	403,841	271,543
Roads	–	–	792,723	757,521	792,723	757,521
Bridges	–	–	77,428	71,404	77,428	71,404
Footpaths	–	–	208,759	189,736	208,759	189,736
Bulk Earthworks	–	–	100,193	96,105	100,193	96,105
Stormwater Drainage	–	–	682,560	652,443	682,560	652,443
Other Open Space / Recreational Assets	–	–	12,428	12,054	12,428	12,054
Other Assets	–	–	2,998	3,023	2,998	3,023
Total infrastructure, property, plant and equipment	322,989	157,540	2,898,957	2,614,377	3,221,946	2,771,917

Valuation techniques

The fair valuation techniques Council has employed while utilising level 2 and level 3 inputs are as follows:

Investment property

Council obtains independent valuations of its investment property on an annual basis to ensure the financial statements reflect the most up to date valuation.

Civiciand Property Consultants and Valuers undertook the valuation for the year ended 30 June 2025. The following method was used to determine the fair value measurements.

Land - Level 2 valuation inputs were used to value land held in freehold title as well as land used for special purposes which is restricted in use under current zoning rules. Sales proceeds of comparable land sites in close proximity are adjusted for differences in key attributes such as characteristics of the land, such as size, zoning, topography, configuration. The most significant inputs into this valuation approach are price per square metre.

Buildings - Level 2 valuations inputs were used to determine the fair value of a range of properties. These have been generally derived from a sales direct comparison approach and a capitalisation of income approach. Fair value has been derived from sales prices of comparable properties after adjusting for differences in key attributes such as property size. The most significant inputs into this valuation approach are rental yields and price per metre. There has been no change in the valuation process during the reporting period.

Infrastructure, property, plant and equipment (IPPE)

Land - Operational Land

This asset class contains land defined as operational land in accordance with the NSW Local Government Act 1993. Council comprehensively valued operational land at fair value in 31 March 2025. Council also performed desktop valuation of operational land as at 30 June 2025. Operational land values were provided by an external valuer (APV Valuers & Asset Management).

D2-1 Fair value measurement (continued)

Generally fair value is the most advantageous price reasonably obtainable by the seller and the most advantageous price reasonably obtained by the buyer. This is not necessarily the market selling price of the asset, rather, it is regarded as the maximum value that agency management would rationally pay to acquire the asset if it did not hold it, taking into account; quoted market price in an active and liquid market, the current market price of the same or similar asset, the cost of replacing the asset, if management intend to replace the asset, the remaining useful life and condition of the asset and cash flows from the future use and disposal.

There has been no change to the valuation process for this asset class during this reporting period.

Land - Community Land

This asset class contains land defined as community land in accordance with the NSW Local Government Act 1993. Community land is land intended for public access and use or where other restrictions applying to the land create some obligation to maintain public access. Therefore there is a number of restrictions on community land including that; it cannot be sold, cannot be leased for more than 21 years, and must have a plan of management.

Councils are permitted to use the NSW Valuer General's valuations to represent fair valuation for the revaluation of community land. Camden Council has adopted this approach for the valuation of its community land assets. Community land was comprehensively valued as at 31 March 2025 using the NSW Valuer General's valuations. Council further assessed community land value as at 30 June 2025 and there was no material movement observed since last comprehensive revaluation.

There has been no change to the valuation process for this asset class during this reporting period.

Land under Roads

Land under roads is land under roadways and road reserves including land under footpaths, nature strips and median strips. All land under roads has been recognised on an Englobo valuation basis, based upon a municipal rate. The Englobo basis of valuation is based on the concept of developing a raw land value for land under roads.

Land under roads were revalued as at 31 March 2025, the value being calculated according to the revised municipal rate. Council uses the Englobo basis for valuation and as per the methodology a discount rate of 90% is applied for Land under roads. Council further assessed land under roads value as at 30 June 2025 and there was no material movement observed since last comprehensive revaluation.

There has been no change to the valuation process for this asset class during this reporting period.

Land Improvements

This asset class contains all works carried out on land to improve its utility, service potential or make it ready for an identified use. It includes items such as but not limited to playing courts and fields, irrigation and landscaping. In 2023-24, valuations were undertaken for this Asset Category and were completed by Council staff using the current replacement cost. To estimate the replacement cost rates for this Asset Category, the following sources were accessed:

- Cordell Cost Guide 2024
- Rawlinsons Australian Construction Cost Guide 2024
- Actual supplied project cost rates for unique items.

The inputs used to value these assets, including patterns of consumption, asset condition and useful life required extensive professional judgement which has had a significant impact on the final determination of fair value. Council comprehensively valued land improvements as at 31 March 2024. Since the comprehensive revaluation, interim valuation adjustments(indexations) have been made to reflect indicative movements in current replacement cost as at 31 March 2025.

Council further assessed land improvements value as at 30 June 2025 and there was no material movement observed since last revaluation.

There has been no change to the valuation process for this class of asset during the reporting period.

Buildings and Other Structures - Buildings (Specialised & Non Specialised)

Council's buildings (specialised and non-specialised) were valued by an external valuer in 31 March 2025. The valuation of buildings reflected indicative movements in market value and replacement cost. The valuations were provided by APV Valuers & Asset Management. Council further assessed buildings asset value as at 30 June 2025 and there was no material movement observed since last comprehensive revaluation

Non- specialised buildings were valued as per market approach and specialised buildings were valued at cost approach.

D2-1 Fair value measurement (continued)

APVs schedule provides the gross replacement cost of a modern equivalent asset for each building which is obtained by applying a unit rate to a structure or a square metre rate to a building, based on its current replacement cost, which is the lowest cost of replacing the economic benefits of the existing asset using modern technology. Gross replacement cost rates have been determined utilising local projects/data, where available, local knowledge and APV's database which analyses "new" builds by other Councils and is verified by first principle calculations. Data sources, also, included current published reference rates from Rawlinsons Construction Handbook. Whilst each building was physically inspected, the inputs used to value these assets, including estimates of residual value, patterns of consumption, asset condition and useful life required extensive professional judgement which has had a significant impact on the final determination of fair value.

There has been no change to the valuation process for this asset class during this reporting period.

Buildings and Other Structures - Other Structures

This asset class contains all other structures not included in the category of buildings that are controlled by Council and have been constructed for a variety of purposes.

- Other Structures - In 2023-24, valuations were undertaken for this Asset Category and were completed by Council staff using the current replacement cost and condition assessments. To estimate the replacement cost rates for this Asset Category, the following sources were accessed:
 - Cordell Cost Guide 2024
 - Rawlinsons Australian Construction Cost Guide 2024 and/or
 - Actual supplied project cost rates for unique items.
- Other Structures (Artworks) - In 2023-24, valuations were undertaken for this category and were completed by Glenn Barkley where the Valuer nominated Market Value was utilised as the Current Replacement Cost of an Asset.

The inputs used to value these assets patterns of consumption, asset condition and useful life required extensive professional judgement which has had a significant impact on the final determination of fair value. Council comprehensively valued other structures as at 31 March 2024. Since the comprehensive revaluation, interim valuation adjustments(indexations) have been made to reflect indicative movements in current replacement cost as at 31 March 2025.

Council further assessed other structure assets value as at 30 June 2025 and there was no material movement observed since last revaluation.

There has been no change to the valuation process for this asset class during this reporting period.

Roads

This asset class comprises of the road structure (carriageway), kerb and gutter, road structures (such as roundabouts and medians). The valuation of roads and road structures was undertaken as at 31 March 2023 using the current replacement cost (unit rate) and condition assessments. The construction cost estimation was undertaken using 2023 Rawlinsons – Australian Construction Handbook standard rates.

The condition assessment for all Asset Classes under Roads Asset category was conducted using several methodologies:

1. External data collection by external road consultant
2. Internal asset data collection by Camden Council – LGA wide sample testing the level of componentisation adopted by Council is in accordance with AASB116, OLG Circular 09-09 and the Institute of Public Works Engineers International Infrastructure Management Manual (IIMM).

Condition assessments were conducted through In-house level visual inspection and sample testing. Council also engaged external contractor for condition assessments where applicable.

The written down value of each asset was determined based on asset remaining useful life and asset depreciation was calculated using straight-line depreciation methodology as described in AASB116. The component standard useful lives have been identified using suggested lives in IPWEA IIMM or as part of professional judgement after noting the asset depreciation and consumption pattern within Camden or in comparison with other Councils.

Since the last comprehensive revaluation, interim valuation adjustments(indexations) have been made to reflect indicative movements in current replacement cost as at 31 March 2025.

Council further assessed road assets value as at 30 June 2025 and there was no material movement observed since last revaluation.

There has been no change to the valuation process for this asset class during this reporting period.

Bridges

D2-1 Fair value measurement (continued)

Council has three main types of bridges which are road bridges, foot bridges and major culverts. The comprehensive revaluation of bridges was undertaken as at 31 March 2023 using the current replacement cost (unit rate) and condition assessments. The construction cost estimation was based on actual project cost rates for footbridges and road bridges. The construction cost rate estimation for culverts was undertaken using 2023 Rawlinsons Australian Construction Handbook standard rates.

The inputs used to value these assets, including ; patterns of consumption, asset condition and useful life have been identified using suggested lives in IPWEA IIMM or as part of professional judgement after noting the asset depreciation pattern in the Council and comparing the information with other Councils.

Condition assessments were conducted through

1. In-house level visual inspection and sample testing.
2. External data collection by external bridge consultant

Condition assessments were based on four key components: superstructure, abutment, sub-structure and general/miscellaneous.

The written down value of each asset was determined based on asset remaining useful life and asset depreciation was calculated using straight-line depreciation methodology as described in AASB116. The component standard useful lives have been identified using suggested lives in IPWEA IIMM or as part of professional judgement after noting the asset depreciation and consumption pattern within Camden or in comparison with other Councils.

Since the last comprehensive revaluation, interim valuation adjustments(indexations) have been made to reflect indicative movements in current replacement cost as at 31 March 2025.

Council further assessed bridge assets value as at 30 June 2025 and there was no material movement observed since last revaluation.

There has been no change to the valuation process for this asset class during this reporting period.

Footpaths

This asset class comprises footpaths and cycle ways. The comprehensive revaluation of footpaths were undertaken as at 31 March 2023 using the current replacement cost (unit rate) and condition assessments. The construction cost estimation was undertaken using 2023 Rawlinsons – Australian Construction Handbook standard rates.

The condition assessment for all asset classes under footpath asset class was conducted in house as well as external footpath service provider as part of Council wide sample data collection in 2022 and 2023. The internal data collection was undertaken to provide comprehensive condition assessment for footpath and cycleway assets.

The written down value of each asset was determined based on asset remaining useful life and asset depreciation was calculated using straight-line depreciation methodology as described in AASB116. The component standard useful lives have been identified using suggested lives in IPWEA IIMM or as part of professional judgement after noting the asset depreciation and consumption pattern within Camden or in comparison with other Councils.

Since the last comprehensive revaluation, interim valuation adjustments(indexations) have been made to reflect indicative movements in current replacement cost as at 31 March 2025.

Council further assessed footpath assets value as at 30 June 2025 and there was no material movement observed since last revaluation.

There has been no change to the valuation process for this asset class during this reporting period.

Stormwater Drainage

Council has grouped its stormwater assets into four main types which are pits, pipes, headwalls and stormwater quality improvement devices. The comprehensive revaluation of stormwater drainage was as at 31 March 2023 using the current replacement cost (unit rate) and condition assessments. The construction cost estimation was undertaken using 2023 Rawlinsons – Australian Construction Handbook standard rates.

The inputs used to value these assets, including estimates of pattern of consumption; asset condition and useful life have been identified using suggested lives in IPWEA IIMM or as part of professional judgement after noting the asset depreciation pattern in the Council and comparing the information with other Councils.

D2-1 Fair value measurement (continued)

Condition assessments were conducted through in-house as well as external service provider sample data collection over 2021, 2022 and 2023 by conducting visual inspections including collecting photographic evidence of sample assets.

The written down value of each asset was determined based on asset remaining useful life and asset depreciation was calculated using straight-line depreciation methodology as described in AASB116. The component standard useful lives have been identified using suggested lives in IPWEA IIMM or as part of professional judgement after noting the asset depreciation within Camden or in comparison with other Councils.

Since the last comprehensive revaluation, interim valuation adjustments(indexations) have been made to reflect indicative movements in current replacement cost as at 31 March 2025.

Council further assessed stormwater drainage assets value as at 30 June 2025 and there was no material movement observed since last revaluation.

There has been no change to the valuation process for this asset class during this reporting period.

Open Space / Recreational Assets & Other Assets

This asset class includes all of the Council's Playgrounds and associated Playground Components such as fitness equipment, play equipment, playground Softfall and edging assets.

The comprehensive revaluation of recreational assets was undertaken as at 31 March 2024 using the current replacement cost (unit rate) and condition assessments. To estimate the replacement cost rates for this Asset Category, the following sources were accessed:

- APV Valuer and Asset Management
- Cordell Cost Guide 2024
- Rawlinsons Australian Construction Handbook 2024 and/or
- Actual supplied project cost rates for unique items.

External contractor and Council staff also performed detailed conditions assessments. The inputs used to value the assets in this Asset Category, including estimates of residual value, patterns of consumption, asset condition and useful life required extensive professional judgement which has had a significant impact on the final determination of fair value.

Since the last comprehensive revaluation, interim valuation adjustments(indexations) have been made to reflect indicative movements in current replacement cost as at 31 March 2025.

Council further assessed open space/recreational assets value as at 30 June 2025 and there was no material movement observed since last revaluation.

There has been no change to the valuation process for this asset class during this reporting period and the written down value of each asset was determined based on asset remaining useful life and asset depreciation was calculated using straight-line depreciation methodology as described in AASB116.

A reconciliation of the movements in recurring fair value measurements allocated to Level 3 of the hierarchy by class of assets is provided below:

	Land		Land under Roads		Land Improvements		Buildings and Other Structures	
	2025	2024	2025	2024	2025	2024	2025	2024
	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual
	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000
Opening balance	193,742	166,381	321,032	306,251	45,774	38,025	271,543	231,864
Total gains or losses for the period								
Other movements								
Transfers from/(to) another asset class	1,434	8	(233)	—	539	—	62,209	15,453
Purchases (GBV)	21,249	27,276	8,328	6,983	2,489	3,053	10,978	8,816
Disposals (WDV)	—	—	(540)	—	(493)	(284)	(279)	(983)
Depreciation and impairment	—	—	—	—	(1,379)	(1,323)	(9,428)	(8,291)
Revaluation increments/(decrements)	5,832	77	18,650	7,798	1,603	6,303	68,818	24,684
Closing balance	222,257	193,742	347,237	321,032	48,533	45,774	403,841	271,543

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D2-1 Fair value measurement (continued)

	Roads		Bridges		Footpaths		Bulk Earthworks	
	2025 Actual \$ '000	2024 Actual \$ '000	2025 Actual \$ '000	2024 Actual \$ '000	2025 Actual \$ '000	2024 Actual \$ '000	2025 Actual \$ '000	2024 Actual \$ '000
Opening balance	757,521	693,652	71,404	66,939	189,736	172,484	96,105	88,327
Total gains or losses for the period								
Other movements								
Transfers from/(to) another asset class	2,728	4,284	1,907	154	5,055	1,456	–	626
Purchases (GBV)	29,057	34,947	3,538	1,726	14,225	9,604	3,589	4,479
Disposals (WDV)	(1,191)	(1,177)	(164)	(103)	(1,170)	(99)	(263)	(183)
Depreciation and impairment	(11,818)	(10,285)	(869)	(803)	(3,113)	(2,571)	–	–
Revaluation increments/(decrements)	16,426	36,100	1,612	3,491	4,026	8,862	762	2,856
Closing balance	792,723	757,521	77,428	71,404	208,759	189,736	100,193	96,105

	Stormwater Drainage		Other Open Space / Recreational Assets		Other Assets		Total	
	2025 Actual \$ '000	2024 Actual \$ '000	2025 Actual \$ '000	2024 Actual \$ '000	2025 Actual \$ '000	2024 Actual \$ '000	2025 Actual \$ '000	2024 Actual \$ '000
Opening balance	652,443	612,047	12,054	11,256	3,023	3,044	2,614,377	2,390,270
Transfers from/(to) another asset class	1,340	2,304	658	727	–	–	75,637	25,012
Purchases (GBV)	30,519	37,937	329	46	735	751	125,036	135,618
Disposals (WDV)	(554)	(144)	(82)	(72)	–	–	(4,736)	(3,045)
Depreciation and impairment	(6,400)	(5,929)	(921)	(663)	(760)	(772)	(34,688)	(30,637)
Revaluation increments/(decrements)	5,212	6,228	390	760	–	–	123,331	97,159
Closing balance	682,560	652,443	12,428	12,054	2,998	3,023	2,898,957	2,614,377

Highest and best use

All of Council's non-financial assets are considered as being utilised for their highest and best use.

D3-1 Contingencies

The following assets and liabilities do not qualify for recognition in the Statement of Financial Position, but their knowledge and disclosure is considered relevant to the users of Council's financial report.

LIABILITIES NOT RECOGNISED

1. Guarantees

(i) Defined benefit superannuation contribution plans

Council is party to an Industry Defined Benefit Plan under Active Super – Pool B (the Scheme) which is a defined benefit plan that has been deemed to be a 'multi-employer fund' for purposes of AASB 119 *Employee Benefits* for the following reasons:

- Assets are not segregated within the sub-group according to the employees of each sponsoring employer.
- The contribution rates have been the same for all sponsoring employers. That is, contribution rates have not varied for each sponsoring employer according to the experience relating to the employees of that sponsoring employer.
- Benefits for employees of all sponsoring employers are determined according to the same formula and without regard to the sponsoring employer.
- The same actuarial assumptions are currently used in respect of the employees of each sponsoring employer.

Given the factors above, each sponsoring employer is exposed to the actuarial risks associated with current and former employees of other sponsoring employers, and hence shares in the associated gains and losses (to the extent that they are not borne by members).

Description of the funding arrangements.

Pooled Employers are required to pay future service employer contributions and past service employer contributions to the Fund.

The future service employer contributions were determined using the new entrant rate method under which a contribution rate sufficient to fund the total benefits over the working life-time of a typical new entrant is calculated. The current future service employer contribution rates are:

Division B	1.9 times member contributions for non-180 Point Members; Nil for 180 Point Members*
Division C	2.5% of salary
Division D	1.64 times member contributions

* For 180 Point Members, Employers are required to contribute 9.5% from 1 July 2025 of salaries to these members' accumulation accounts in line with current level of SG contributions, which are paid in addition to members' defined benefits.

The past service contribution for each Pooled Employer is a share of the total past service contributions of \$20.0 million per annum for 1 January 2022 to 31 December 2024, apportioned according to each employer's share of the accrued liabilities as at 30 June. Given the funding position of the Fund as at 30 June 2024, it was recommended to cease these past service contributions effective 1 January 2025.

The adequacy of contributions is assessed at each actuarial investigation which will be conducted annually, the next of which is due effective 30 June 2025.

Description of the extent to which Council can be liable to the plan for other Council's obligations under the terms and conditions of the multi-employer plan

As stated above, each sponsoring employer (Council) is exposed to the actuarial risks associated with current and former employees of other sponsoring employers and hence shares in the associated gains and losses.

However, there is no relief under the Fund's trust deed for employers to walk away from their defined benefit obligations. Under limited circumstances, an employer may withdraw from the plan when there are no active members, on full payment of outstanding additional contributions. There is no provision for allocation of any surplus which may be present at the date of withdrawal of the Council.

There are no specific provisions under the Fund's trust deed dealing with deficits or surplus on wind-up.

There is no provision for allocation of any surplus which may be present at the date of withdrawal of an employer.

D3-1 Contingencies (continued)

The amount of Council employer contributions to the defined benefit section of the Local Government Superannuation Scheme and recognised as an expense for the year ending 30 June 2025 was \$183,997.82. The last valuation of the Scheme was performed by fund actuary, Richard Boyfield, FIAA as at 30 June 2024.

The amount of additional contributions included in the total employer contribution advised above is \$60,434.88. Council's expected contribution to the plan for the next annual reporting period is \$85,603.83.

The estimated employer reserves financial position for the Pooled Employers at 30 June 2025 is:

Employer reserves only *	\$millions	Asset Coverage
Assets	2,197.6	
Past Service Liabilities	2,092.0	105.0%
Vested Benefits	2,130.4	103.2%

* excluding other accumulation accounts and reserves in both assets and liabilities.

The share of this deficit that is broadly attributed to the Council is estimated to be 0.61% as at 30 June 2025.

Council's share of that deficiency cannot be accurately calculated as the Scheme is a mutual arrangement where assets and liabilities are pooled together for all member councils. For this reason, no liability for the deficiency has been recognised in Council's accounts. Council has a possible obligation that may arise should the Scheme require immediate payment to correct the deficiency.

The key economic long term assumptions used to calculate the present value of accrued benefits are:

Investment return	6.0% per annum
Salary inflation	3.5% per annum
Increase in CPI	2.5% per annum

The contribution requirements may vary from the current rates if the overall sub-group experience is not in line with the actuarial assumptions in determining the funding program; however, any adjustment to the funding program would be the same for all sponsoring employers in the Pooled Employers group.

Please note that the estimated employer reserves financial position above is a preliminary calculation, and once all the relevant information has been received by the Funds Actuary, the final end of year review will be completed by December 2025.

(ii) StateCover Limited

Council is a member of StateCover Mutual Limited and holds a partly paid share in the entity.

StateCover is a company providing workers compensation insurance cover to the NSW local government industry and specifically Council.

Council has a contingent liability to contribute further equity in the event of the erosion of the company's capital base as a result of the company's past performance and/or claims experience or as a result of any increased prudential requirements from APRA.

These future equity contributions would be required to maintain the company's minimum level of net assets in accordance with its licence requirements.

(iii) Other guarantees

Council has provided no other guarantees other than those listed above.

2. Other liabilities

(i) Third party claims

The Council is involved from time to time in various claims incidental to the ordinary course of business including claims for damages relating to its services.

Council believes that it is appropriately covered for all claims through its insurance coverage and does not expect any material liabilities to eventuate.

D3-1 Contingencies (continued)

(ii) CivicRisk Mutual

Council is a member of CivicRisk Mutual Ltd, a mutual self-insurance scheme providing general insurance to local government. CivicRisk Mutual Ltd membership includes the potential to share in either the net surplus or deficit of protection years depending on its past performance. Council's share of the net surplus or deficit reflects Council's contributions to the pool and the result of insurance claims within each of the fund years. The future realisation and finalisation of claims incurred but not reported to 30/6/2025 this year may result in future liabilities or benefits as a result of past events that Council will be required to fund or share in respectively.

ASSETS NOT RECOGNISED

(i) Infringement notices/fines

Fines and penalty income, the result of Council issuing infringement notices is followed up and collected by the Infringement Processing Bureau.

Council's revenue recognition policy for such income is to account for it as revenue on receipt.

Accordingly, at year end, there is a potential asset due to Council representing issued but unpaid infringement notices.

Due to the limited information available on the status, value and duration of outstanding notices, Council is unable to determine the value of outstanding income.

E People and relationships

E1 Related party disclosures

E1-1 Key management personnel (KMP)

Key management personnel (KMP) of the council are those persons having the authority and responsibility for planning, directing and controlling the activities of the council, directly or indirectly comprising the Mayor, Councillors, General Manager, Directors and Chief Financial Officer.

The aggregate amount of KMP compensation included in the Income Statement is:

	2025 \$ '000	2024 \$ '000
Compensation:		
Short-term benefits	3,190	2,947
Post-employment benefits	232	202
Other long-term benefits	28	103
Total	3,450	3,252

Other transactions with KMP and their related parties

Nature of the transaction	Ref	Transactions during the year \$ '000	Outstanding balances including commitments \$ '000	Terms and conditions	Impairment provision on outstanding balances \$ '000	Impairment expense \$ '000
2025						
Traineeship Program	1	719	7		—	—
2024						
Traineeship Program	1	972	—		—	—

¹ Camden Council uses a training company to source trainees that are offered apprenticeships at Camden Council. The funding of this program is endorsed by the Council upon adoption of the budget each year, which includes a public exhibition period of 28 days. A KMP of the training company is a close family member of a KMP of Camden Council.

The KMP of Camden Council has no influence or control over the transactions between the two entities. AASB124 Related Party Disclosures does not allow the exclusion of transactions between related parties for reporting purposes.

E1-2 Councillor and Mayoral fees and associated expenses

	2025	2024
	Actual	Actual
	\$ '000	\$ '000

The aggregate amount of Councillor and Mayoral fees and associated expenses included in materials and services expenses in the Income Statement are:

Mayoral fee	70	73
Councillors' fees	246	249
Other Councillors' expenses (including Mayor)	163	95
Total	479	417

E2 Other relationships

E2-1 Audit fees

	2025 Actual \$ '000	2024 Actual \$ '000
--	---------------------------	---------------------------

During the year, the following fees were incurred for services provided by the auditor of Council, related practices and non-related audit firms

Auditors of the Council - NSW Auditor-General:

(i) Audit and other assurance services

Audit and review of financial statements

	155	162
Remuneration for audit and other assurance services	155	162

Total Auditor-General remuneration

	155	162
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Non NSW Auditor-General audit firms

(i) Audit and other assurance services

Other audit and assurance services – Internal Audit

	98	136
Remuneration for audit and other assurance services	98	136

Total remuneration of non NSW Auditor-General audit firms

	98	136
--	----	-----

Total audit fees

	253	298
--	-----	-----

F Other matters

F1-1 Statement of Cash Flows information

(a) Reconciliation of Operating Result

	2025 Actual \$ '000	2024 Actual \$ '000
Net operating result from Income Statement	143,446	134,549
Add / (less) non-cash items:		
Depreciation and amortisation	41,375	36,246
(Gain) / loss on disposal of assets	4,834	(1,637)
Non-cash capital grants and contributions	(107,164)	(109,981)
Losses/(gains) recognised on fair value re-measurements through the P&L:		
– Investments classified as 'at fair value' or 'held for trading'	(126)	(160)
– Investment property	(1,905)	940
Movements in operating assets and liabilities and other cash items:		
(Increase) / decrease of receivables	(10,500)	22,840
Increase / (decrease) in provision for impairment of receivables	(33)	(6)
(Increase) / decrease of inventories	85	62
(Increase) / decrease of other current assets	(873)	(1,192)
Increase / (decrease) in payables	(4,616)	3,968
Increase / (decrease) in accrued interest payable	13	6
Increase / (decrease) in other accrued expenses payable	191	(159)
Increase / (decrease) in other liabilities	2,223	(5,541)
Increase / (decrease) in contract liabilities	9,661	4,895
Increase / (decrease) in employee benefit provision	1,695	2,143
Increase / (decrease) in other provisions	(51)	4,312
Net cash flows from operating activities	78,255	91,285

(b) Non-cash investing and financing activities

Other dedications	107,164	109,981
Total non-cash investing and financing activities	107,164	109,981

F2-1 Commitments

Capital commitments (exclusive of GST)

	2025 Actual \$ '000	2024 Actual \$ '000
Capital expenditure committed for at the reporting date but not recognised in the financial statements as liabilities:		
Property, plant and equipment		
Buildings	3,076	5,639
Plant and equipment	5,948	1,519
Infrastructure assets	25,421	17,300
Other	177	240
Total commitments	34,622	24,698
These expenditures are payable as follows:		
Within the next year	34,622	24,698
Total payable	34,622	24,698
Sources for funding of capital commitments:		
Unrestricted general funds	1,032	327
Externally restricted reserves	27,239	18,111
Internally restricted reserves	6,351	6,260
Total sources of funding	34,622	24,698

Details of capital commitments

The above capital commitments relate to signed contracts entered into and operative as at 30 June 2025.

F3-1 Events occurring after the reporting date

Council is unaware of any material or significant 'non-adjusting events' that should be disclosed.

F4 Statement of developer contributions

F4-1 Summary of developer contributions

	Opening balance at 1 July 2024 \$ '000	Contributions received during the year			Interest and investment income earned \$ '000	Amounts expended \$ '000	WIKAs Repayments \$ '000	Held as restricted asset at 30 June 2025 \$ '000	Cumulative balance of internal borrowings (to)/from \$ '000
		Cash \$ '000	Non-cash Land \$ '000	Non-cash Other \$ '000					
Open space	22,453	20,479	1,424	–	1,788	(9,778)	(2,770)	33,596	–
Drainage	19,028	16,331	2,430	–	1,527	(5,514)	(40)	33,762	–
Roads	34,749	8,023	–	3,283	1,580	(10,144)	(4,201)	33,290	–
Community facilities	19,980	1,697	–	–	849	(2,667)	(6)	19,853	–
Other	(2,490)	532	–	–	66	(1,323)	(1)	(3,216)	–
S7.11 contributions – under a plan	93,720	47,062	3,854	3,283	5,810	(29,426)	(7,018)	117,285	–
S7.12 levies – under a plan	17,180	577	–	–	762	(134)	–	18,385	–
Total S7.11 and S7.12 revenue under plans	110,900	47,639	3,854	3,283	6,572	(29,560)	(7,018)	135,670	–
S7.4 planning agreements	36,230	3,149	9,001	9,698	1,747	(20,721)	–	39,104	–
Total contributions	147,130	50,788	12,855	12,981	8,319	(50,281)	(7,018)	174,774	–

Under the *Environmental Planning and Assessment Act 1979*, local infrastructure contributions, also known as developer contributions, are charged by councils when new development occurs. They help fund infrastructure like parks, community facilities, local roads, footpaths, stormwater drainage and traffic management. It is possible that the funds contributed may be less than the cost of this infrastructure, requiring Council to borrow or use general revenue to fund the difference.

F4-2 Developer contributions by plan

	Opening balance at 1 July 2024 \$ '000	Contributions received during the year			Interest and investment income earned \$ '000	Amounts expended \$ '000	WIKAs Repayments \$ '000	Held as restricted asset at 30 June 2025 \$ '000	Cumulative balance of internal borrowings (to)/from \$ '000
		Cash \$ '000	Non-cash Land \$ '000	Non-cash Other \$ '000					
CONTRIBUTION PLAN - MANAGEMENT & PROVISION OF INFRASTRUCTURE IN LGA									
Drainage	875	1,768	—	—	109	—	(27)	2,725	—
Roads	17,512	2,165	—	—	776	(2,228)	(23)	18,202	—
Traffic facilities	—	—	—	—	—	—	—	—	—
Parking	—	—	—	—	—	—	—	—	—
Open space	7,679	1,658	—	—	269	(3,677)	(32)	5,897	—
Community facilities	41	199	—	—	10	—	(6)	244	—
Other	413	181	—	—	26	(320)	(1)	299	—
Total	26,520	5,971	—	—	1,190	(6,225)	(89)	27,367	—
HEAVY HAULAGE CONTRIBUTION PLAN									
Roads	419	30	—	—	19	—	—	468	—
Community facilities	—	—	—	—	—	—	—	—	—
Total	419	30	—	—	19	—	—	468	—
ORAN PARK AND TURNER ROAD PRECINCTS CONTRIBUTION PLAN									
Drainage	6,408	361	419	—	295	(419)	(13)	7,051	—
Roads	3,700	37	—	—	162	—	(1,941)	1,958	—
Parking	—	—	—	—	—	—	—	—	—
Open space	22,551	2,075	113	—	1,079	(484)	(606)	24,728	—
Community facilities	19,339	841	—	—	785	(2,667)	—	18,298	—
Other	(653)	22	—	—	33	(375)	—	(973)	—
Total	51,345	3,336	532	—	2,354	(3,945)	(2,560)	51,062	—
CAMDEN GROWTH AREA CONTRIBUTIONS PLAN									
Drainage	11,745	14,202	2,011	—	1,123	(5,095)	—	23,986	—
Roads	13,118	5,791	—	3,283	623	(7,916)	(2,237)	12,662	—
Traffic facilities	—	—	—	—	—	—	—	—	—
Parking	—	—	—	—	—	—	—	—	—
Open space	(7,776)	16,746	1,311	—	440	(5,617)	(2,132)	2,972	—
Community facilities	600	657	—	—	54	—	—	1,311	—
Other	(2,250)	329	—	—	7	(628)	—	(2,542)	—
Total	15,437	37,725	3,322	3,283	2,247	(19,256)	(4,369)	38,389	—

F4-2 Developer contributions by plan (continued)

S7.12 Levies – under a plan

	Opening balance at 1 July 2024 \$ '000	Contributions received during the year			Interest and investment income earned \$ '000	Amounts expended \$ '000	WIKAs Repayments \$ '000	Held as restricted asset at 30 June 2025 \$ '000	Cumulative balance of internal borrowings (to)/from \$ '000
		Cash \$ '000	Non-cash Land \$ '000	Non-cash Other \$ '000					
CAMDEN SECTION 7.12 CONTRIBUTION PLAN									
Other	17,180	577	–	–	762	(134)	–	18,385	–
Total	17,180	577	–	–	762	(134)	–	18,385	–

F4-3 S7.4 planning agreements

S7.4 planning agreements

Open space	12,388	355	9,001	9,698	701	(18,926)	–	13,217	–
Community facilities	21,350	2,685	–	–	922	(1,375)	–	23,582	–
Other	2,492	109	–	–	124	(420)	–	2,305	–
Total	36,230	3,149	9,001	9,698	1,747	(20,721)	–	39,104	–

End of the audited financial statements

G1 Statement of performance measures (unaudited)

G1-1 Statement of performance measures – consolidated results

	Amounts 2025 \$ '000	Indicator 2025	Indicators 2024	Indicators 2023	Benchmark
1. Operating performance ratio					
Total continuing operating revenue excluding capital grants and contributions less operating expenses ^{1, 2}	(33,340)	(20.68)%	(13.63)%	(7.63)%	> 0.00%
Total continuing operating revenue excluding capital grants and contributions ¹	161,205				
2. Own source operating revenue ratio					
Total continuing operating revenue excluding all grants and contributions ¹	153,642	45.09%	46.23%	49.62%	> 60.00%
Total continuing operating revenue ¹	340,769				
3. Unrestricted current ratio					
Current assets less all external restrictions	82,343	2.28x	2.57x	2.81x	> 1.50x
Current liabilities less specific purpose liabilities	36,065				
4. Debt service cover ratio					
Operating result before capital excluding interest and depreciation/impairment/amortisation ^{1, 3}	18,046	2.04x	2.29x	3.50x	> 2.00x
Principal repayments (Statement of Cash Flows) plus borrowing costs (Income Statement)	8,841				
5. Rates and annual charges outstanding percentage					
Rates and annual charges outstanding	8,584	7.21%	6.86%	6.64%	< 5.00%
Rates and annual charges collectable	118,985				
6. Cash expense cover ratio					
Current year's cash and cash equivalents plus all term deposits	305,475	19.92	21.56	25.91	> 3.00
Monthly payments from cash flow of operating and financing activities	15,337	months	months	months	months

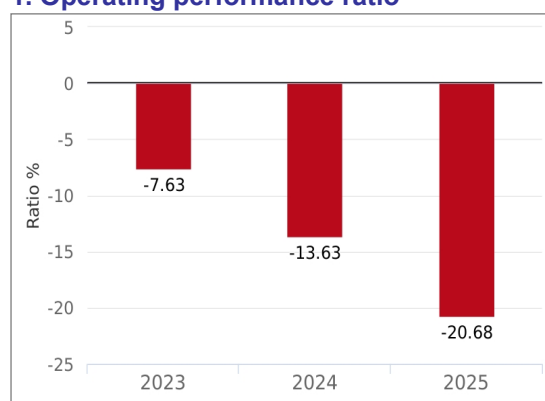
(1) Excludes fair value increments on investment properties, reversal of revaluation decrements, reversal of impairment losses on receivables, net gain on sale of assets and net share of interests in joint ventures and associates using the equity method and includes pensioner rate subsidies

(2) Excludes impairment/revaluation decrements of IPPE, fair value decrements on investment properties, net loss on disposal of assets and net loss on share of interests in joint ventures and associates using the equity method

(3) Excludes the impact of the increase in waste disposal costs

G1-2 Statement of performance measures – consolidated results (graphs)

1. Operating performance ratio



Purpose of operating performance ratio

This ratio measures Council's achievement of containing operating expenditure within operating revenue.

Commentary on 2024/25 result

2024/25 ratio (20.68)%

Council's operating performance ratio for the 2024/25 financial year is -20.68%. This is a decline on the operating performance ratio reported for the 2023/24 financial year of -13.63%. Further information in relation to this ratio, and the factors which contributed to Council's operating deficit can be found in the Executive Summary section of Council's Annual Financial statements.

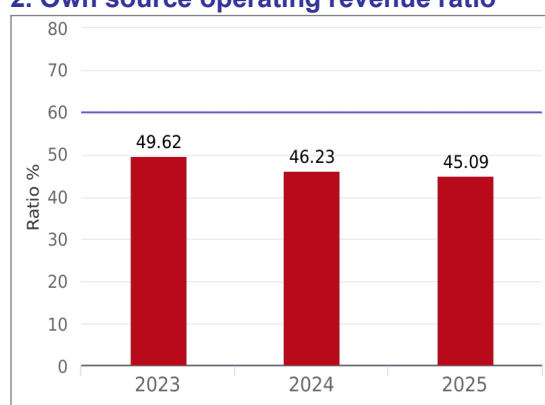
Benchmark: — > 0.00%

Source of benchmark: Code of Accounting Practice and Financial Reporting

Ratio achieves benchmark

Ratio is outside benchmark

2. Own source operating revenue ratio



Purpose of own source operating revenue ratio

This ratio measures fiscal flexibility. It is the degree of reliance on external funding sources such as operating grants and contributions.

Commentary on 2024/25 result

2024/25 ratio 45.09%

Council's own source operating revenue ratio for 2024/25 is 45.09%, which is below the industry benchmark of 60%. The ratio has remained relatively stable compared to 2023/24 (46.23%) highlighting the significant value of non-cash dedications received during the year. The timing and receipt of non-cash dedicated infrastructure is driven by urban development and significantly distorts this ratio. The removal of non-cash dedications would see Council exceed the benchmark for the 2024/25 financial year with a ratio of 65.8%

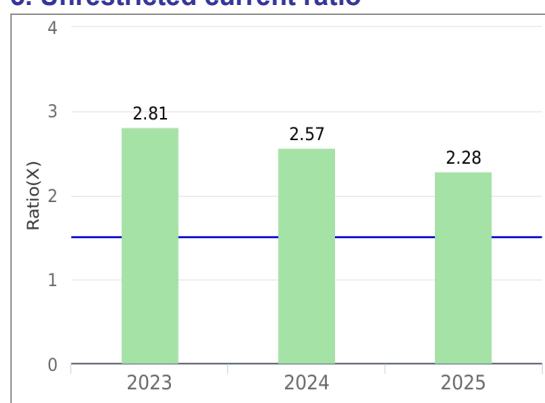
Benchmark: — > 60.00%

Source of benchmark: Code of Accounting Practice and Financial Reporting

Ratio achieves benchmark

Ratio is outside benchmark

3. Unrestricted current ratio



Purpose of unrestricted current ratio

To assess the adequacy of working capital and its ability to satisfy obligations in the short term for the unrestricted activities of Council.

Commentary on 2024/25 result

2024/25 ratio 2.28x

Council's unrestricted current ratio continues to exceed benchmark at 2.28 as at 30th June 2025. This means that for every \$1 of current liabilities, council has \$2.28 of current assets to meet these obligations. The decrease in this ratio when compared to the 2023/24 financial year continues to relate to the high levels of contract liabilities associated with grant funding (\$69.9M in 2024/25). Despite the decrease in this ratio, Council remains in a strong financial position to meet its future liabilities.

Benchmark: — > 1.50x

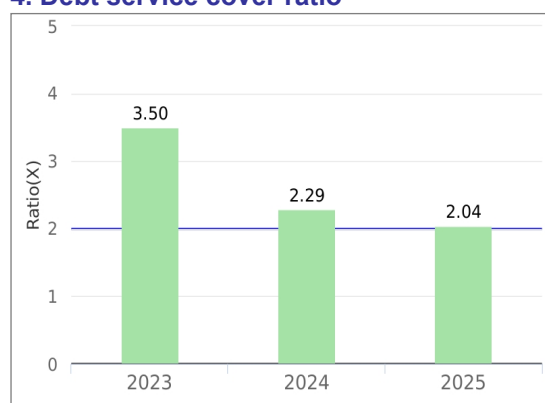
Source of benchmark: Code of Accounting Practice and Financial Reporting

Ratio achieves benchmark

Ratio is outside benchmark

G1-2 Statement of performance measures – consolidated results (graphs) (continued)

4. Debt service cover ratio



Purpose of debt service cover ratio

This ratio measures the availability of operating cash to service debt including interest, principal and lease payments

Commentary on 2024/25 result

2024/25 ratio 2.04x

The debt service ratio for 2024/25 is 2.04X which is above the industry benchmark of 2.00X. This performance measure has been adjusted to exclude the impact of the increase in waste disposal costs. It is important to note that Council remains well within the industry benchmark using the debt servicing ratio and that loan funds are a charge against General Fund income. Council continues to use loan borrowings prudently and has adequate capacity to meet its loan obligations.

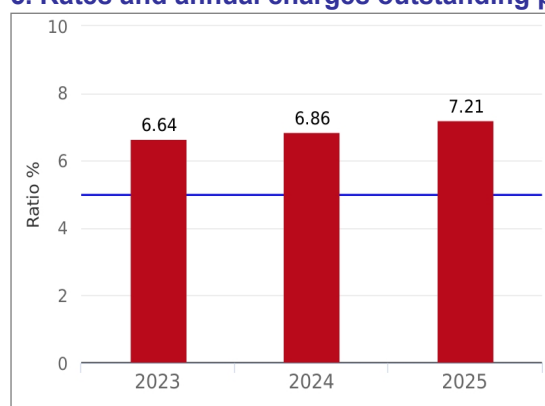
Benchmark: — > 2.00x

Source of benchmark: Code of Accounting Practice and Financial Reporting

Ratio achieves benchmark

Ratio is outside benchmark

5. Rates and annual charges outstanding percentage



Purpose of rates and annual charges outstanding percentage

To assess the impact of uncollected rates and annual charges on Council's liquidity and the adequacy of recovery efforts.

Commentary on 2024/25 result

2024/25 ratio 7.21%

The rates and annual charges outstanding ratio remains outside industry benchmark at 7.21%. Council continues to work with residents who are experiencing hardship as a result of recent cost of living pressures. Council actively manages its rates arrears, providing residents with the option to enter into payment arrangements for outstanding amounts. As at June 2025, 547 payment arrangements were in place for approx. \$2.0M in arrears. Council does not take debt recovery action against residents under payment arrangements.

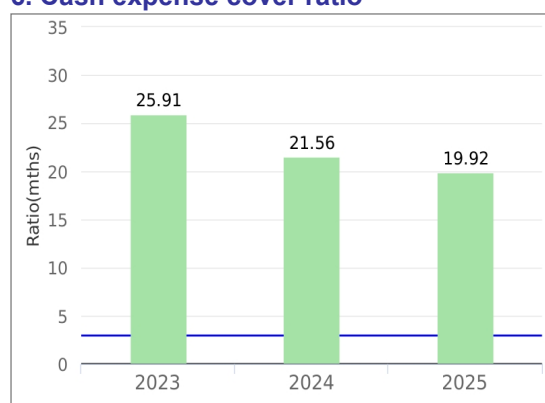
Benchmark: — < 5.00%

Source of benchmark: Code of Accounting Practice and Financial Reporting

Ratio achieves benchmark

Ratio is outside benchmark

6. Cash expense cover ratio



Purpose of cash expense cover ratio

This liquidity ratio indicates the number of months a Council can continue paying for its immediate expenses without additional cash inflow.

Commentary on 2024/25 result

2024/25 ratio 19.92 months

Council's cash expense ratio continues to reflect its strong cash position at 19.92 months. This is significantly better than the industry benchmark of greater than 3 months. This ratio essentially demonstrates that Council could continue to meet its current obligations for a period of 20 months without additional revenue.

Benchmark: — > 3.00months

Source of benchmark: Code of Accounting Practice and Financial Reporting

Ratio achieves benchmark

Ratio is outside benchmark

G1-3 Council information and contact details

Principal place of business:

70 Central Ave
Oran Park NSW 2570

Contact details**Mailing Address:**

PO Box 183
Camden NSW 2570

Telephone: 13 22 63

Facsimile: (02) 4654 7829

Opening hours:

8:30am - 5:00pm
Monday to Friday

Internet: www.camden.nsw.gov.au

Email: camden@council.nsw.gov.au

Officers**Andrew Carfield**

General Manager

Paul Rofe

Responsible Accounting Officer

Auditors

Audit Office of New South Wales
GPO box 12
SYDNEY NSW 2001

Elected members**Mayor**

Therese Fedeli

Deputy Mayor

Ashleigh Cagney

Councillors

Dr Abha Suri
Damien Quinnell
Eliza Rahman
Eva Campbell
Peter McLean
Rose Sicari
Vince Ferreri

Other information

ABN: 31 117 341 764



INDEPENDENT AUDITOR'S REPORT

Report on the general purpose financial statements

Camden Council

To the Councillors of Camden Council

Opinion

I have audited the accompanying financial statements of Camden Council (the Council), which comprise the Statement by Councillors and Management, the Income Statement and Statement of Comprehensive Income for the year ended 30 June 2025, the Statement of Financial Position as at 30 June 2025, the Statement of Changes in Equity and Statement of Cash Flows for the year then ended, and notes to the financial statements, including material accounting policy information and other explanatory information.

In my opinion:

- the Council's accounting records have been kept in accordance with the requirements of the *Local Government Act 1993*, Chapter 13, Part 3, Division 2 (the Division)
- the financial statements:
 - have been prepared, in all material respects, in accordance with the requirements of the Division
 - are, in all material respects, consistent with the Council's accounting records
 - present fairly, in all material respects, the financial position of the Council as at 30 June 2025, and of its financial performance and its cash flows for the year then ended in accordance with Australian Accounting Standards
- all information relevant to the conduct of the audit has been obtained
- no material deficiencies in the accounting records or financial statements have come to light during the audit.

My opinion should be read in conjunction with the rest of this report.

Basis for Opinion

I conducted my audit in accordance with Australian Auditing Standards. My responsibilities under the standards are described in the 'Auditor's Responsibilities for the Audit of the Financial Statements' section of my report.

I am independent of the Council in accordance with the requirements of the:

- Australian Auditing Standards
- Accounting Professional and Ethical Standards Board's APES 110 'Code of Ethics for Professional Accountants (including Independence Standards)' (APES 110).

Parliament promotes independence by ensuring the Auditor-General and the Audit Office of New South Wales are not compromised in their roles by:

- providing that only Parliament, and not the executive government, can remove an Auditor-General
- mandating the Auditor-General as auditor of councils
- precluding the Auditor-General from providing non-audit services.

I have fulfilled my other ethical responsibilities in accordance with APES 110.

I believe the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Other Information

The Council's annual report for the year ended 30 June 2025 includes other information in addition to the financial statements and my Independent Auditor's Report thereon. The Councillors are responsible for the other information. At the date of this Independent Auditor's Report, the other information I have received comprise:

- Financial overview
- G1 Statement of performance measures (unaudited)
- The special purpose financial statements
- Special Schedules (the Schedules).

My opinion on the financial statements does not cover the other information. Accordingly, I do not express any form of assurance conclusion on the other information. However, as required by the *Local Government Act 1993*, I have separately expressed an opinion on the special purpose financial statements and Special Schedule - Permissible income for general rates.

In connection with my audit of the financial statements, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude there is a material misstatement of the other information, I must report that fact.

I have nothing to report in this regard.

The Councillors' Responsibilities for the Financial Statements

The Councillors are responsible for the preparation and fair presentation of the financial statements in accordance with Australian Accounting Standards and the *Local Government Act 1993*, and for such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of the financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Councillors are responsible for assessing the Council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting.

Auditor's Responsibilities for the Audit of the Financial Statements

My objectives are to:

- obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error
- issue an Independent Auditor's Report including my opinion.

Reasonable assurance is a high level of assurance, but does not guarantee an audit conducted in accordance with Australian Auditing Standards will always detect material misstatements. Misstatements can arise from fraud or error. Misstatements are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions users take based on the financial statements.

A description of my responsibilities for the audit of the financial statements is located at the Auditing and Assurance Standards Board website at: www.auasb.gov.au/auditors_responsibilities/ar4.pdf. The description forms part of my auditor's report.

The scope of my audit does not include, nor provide assurance:

- that the Council carried out its activities effectively, efficiently and economically

- on the Original Budget information included in the Income Statement, Statement of Cash Flows, and Note B5-1 'Material budget variations'
- on the Special Schedules. A separate opinion has been provided on Special Schedule - Permissible income for general rates
- about the security and controls over the electronic publication of the audited financial statements on any website where they may be presented
- about any other information which may have been hyperlinked to/from the financial statements.



Mary Yuen
Delegate of the Auditor-General for New South Wales

17 October 2025
SYDNEY



Cr Therese Fedeli
Mayor
Camden Council
70 Central Avenue
ORAN PARK NSW 2570

Contact: Mary Yuen
Phone no: 02 9275 7215
Our ref: R008-1981756498-5577

17 October 2025

Dear Mayor

**Report on the Conduct of the Audit
for the year ended 30 June 2025
Camden Council**

I have audited the general purpose financial statements (GPFS) of Camden Council (the Council) for the year ended 30 June 2025 as required by section 415 of the *Local Government Act 1993* (the Act).

I expressed an unmodified opinion on the Council's GPFS.

My audit procedures did not identify any instances of material non-compliance with the financial reporting requirements in Chapter 13, Part 3, Division 2 of the LG Act and the associated regulation or a material deficiency in the Council's accounting records or financial statements. The Council's:

- accounting records were maintained in a manner and form to allow the GPFS to be prepared and effectively audited
- staff provided all accounting records and information relevant to the audit.

This Report on the Conduct of the Audit (the Report) for the Council for the year ended 30 June 2025 is issued in accordance with section 417 of the Act. The Report:

- must address the specific matters outlined in the Local Government Code of Accounting Practice and Financial Reporting 2024-25
- may include statements, comments and recommendations that I consider to be appropriate based on the conduct of the audit of the GPFS.

This Report should be read in conjunction with my audit opinion on the GPFS issued under section 417(2) of the Act.

INCOME STATEMENT

Financial performance

	2025	2024	Variance
	\$m	\$m	%
Rates and annual charges revenue	110.6	100.0	↑ 10.6
Grants and contributions provided for operating purposes revenue	7.6	9.4	↓ 19.1
Grants and contributions provided for capital purposes revenue	179.6	154.2	↑ 16.5
Operating result from continuing operations	143.4	134.5	↑ 6.6
Net Operating result for the year before grants and contributions provided for capital purposes	(36.1)	(19.6)	↓ 84.2

Operating result from continuing operations

This graph shows the operating result from continuing operations for the current and prior two financial years.

Council's operating result from continuing operations for the year was \$8.9 million higher than the 2023–24 result.

In 2024–25:

- Depreciation, amortisation and impairment of non-financial assets expense (\$41.4 million) increased by \$5.1 million (14.2 per cent) due to an increase in dedicated assets in 2024–25 and the completion of the Oran Park Leisure Centre Building in October 2024
- Grants and contributions provided for capital purposes increased from \$154.2 million in 2023–24 to \$179.6 million in 2024–25. Refer to 'Grants and contributions revenue' below for details.



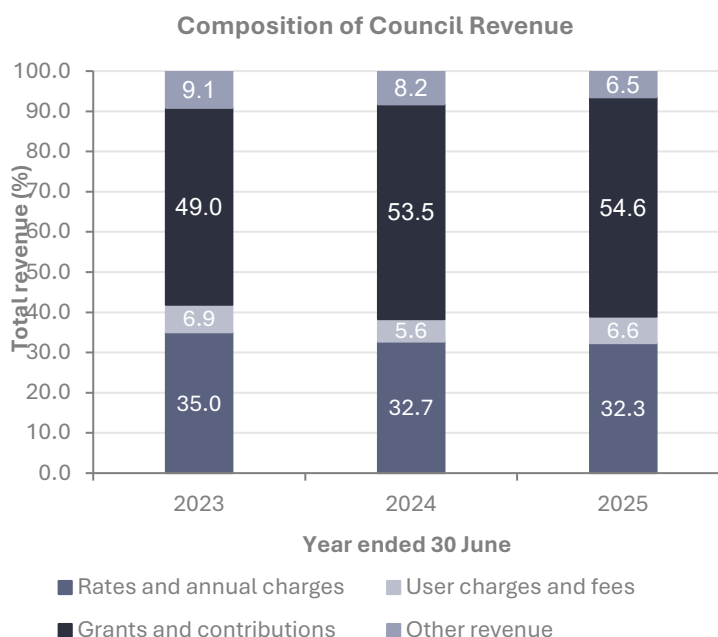
Income

Council revenue

This graph shows the composition of Council's revenue recognised for the current and prior two financial years.

Council revenue (\$342.8 million) increased by \$36.8 million (12.0 per cent) in 2024–25 due to:

- rates and annual charges revenue (\$110.6 million) which increased by \$10.6 million (10.6 per cent) largely due to a rate peg increase of 8.2 per cent
- user charges and fees revenue (\$22.6 million) which increased by \$5.7 million (33.3 per cent) mainly due to an increase in Park and leisure centre income of \$3.7 million and an increase in development and planning fees of \$2.3 million
- grants and contributions revenue (\$187.2 million) which increased by \$23.6 million (14.4 per cent) – see additional details below.

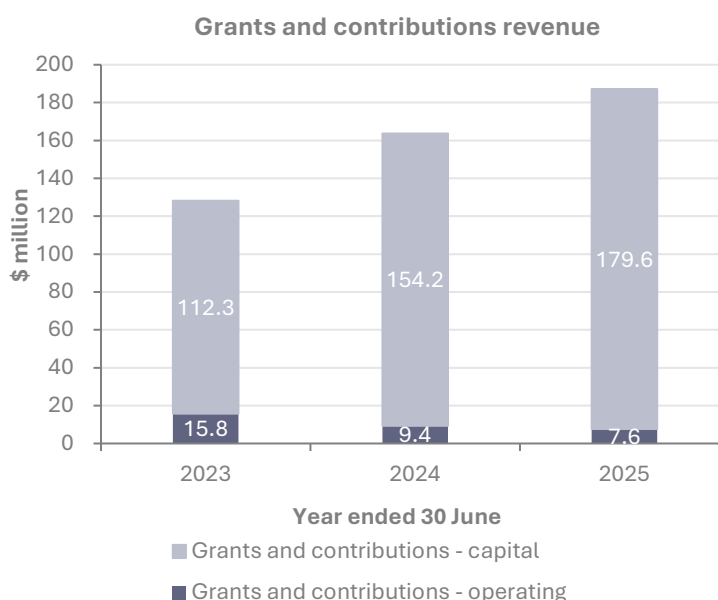


Grants and contributions revenue

This graph shows the amount of grants and contributions revenue recognised for the current and prior two financial years.

Grants and contributions revenue (\$187.2 million) increased by \$23.6 million (14.4 per cent) in 2024–25. This was primarily due to an increase of \$19.8 million of developer contributions recognised during the year.

In 2024-25, Council received 50 per cent of the financial assistance grants for 2025-26 in advance compared to 85 per cent in the previous year.



CASH FLOWS

Statement of cash flows

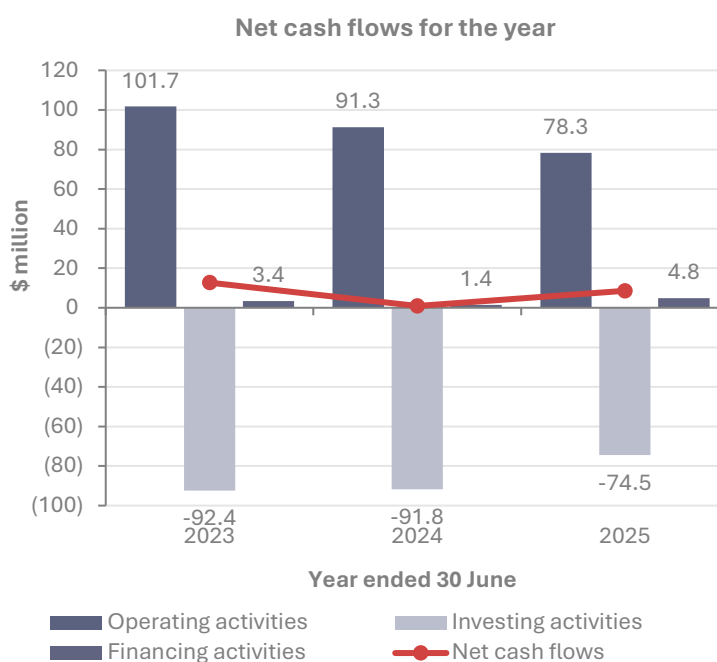
The Statement of Cash Flows details the Council's inflows and outflows of cash over a specific period. It helps in assessing the Council's ability to generate cash to fund its operations, pay off debts, and support future projects. It also aids in identifying any pressures or issues in the Council operating in a financially sustainable manner.

This graph shows the net cash flows for the current and prior two financial years.

The net cash flows for the year were positive \$8.6 million (positive \$0.9 million in 2023–24).

In 2024–25 the net cashflows:

- from operating activities decreased by \$13.0 million, mainly due to an increase in payments for materials and services of \$19.9 million and offset by an increase in rates and annual charges of \$9.9 million
- from investing activities decreased by \$17.3 million, mainly due to a decrease in cashflow from sale of investments of \$14.7 million, while there was a decrease in expenditure on IPPE of \$36.6 million
- from financing activities increased by \$3.4 million, mainly due to an increase in the Proceeds from borrowings of \$4.1 million.



FINANCIAL POSITION

Cash, cash equivalents and investments

This section of the Report provides details of the amount of cash, cash equivalents and investments recorded by the Council at 30 June 2025.

Externally restricted funds are the cash, cash equivalents and investments that can only be used for specific purposes due to legal or contractual restrictions.

Cash, cash equivalents, and investments without external restrictions can be allocated internally by the elected Council's resolution or policy. These allocations are matters of Council policy and can be changed or removed by a Council resolution.

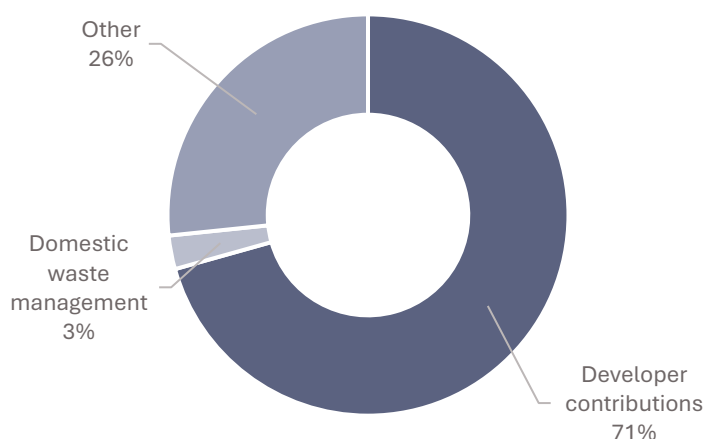
Cash, cash equivalents and investments	2025	2024	% of total cash and investments 2025	Commentary
	\$m	\$m	%	
Total cash, cash equivalents and investments	306.0	292.3		A breakdown of the sources of externally restricted balances is included in the graph below.
Restricted and allocated cash, cash equivalents and investments:				
• External restrictions	247.4	222.3	80.8	
• Internal allocations	57.2	66.3	18.7	

This graph shows the sources of externally restricted cash, cash equivalents and investments.

In 2024–25 the Council’s main sources of externally restricted cash, cash equivalents and investments include:

- developer contributions of \$174.8 million which increased by \$27.7 million reflecting increased development activity
- domestic waste management charges of \$6.7 million which decreased by \$5.9 million
- other externally restricted cash and cash equivalents comprise mainly of specific purpose unexpended grants of \$64.9 million.

Source of externally restricted cash, cash equivalents and investments



Council liquidity

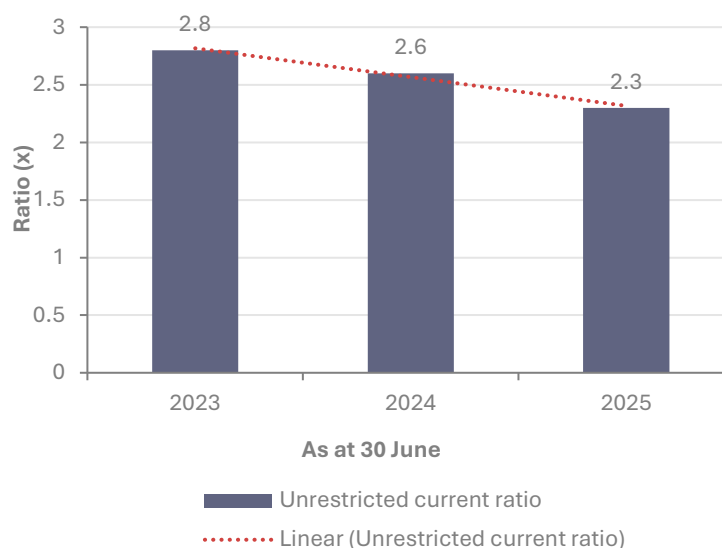
This graph shows the Council’s unrestricted current ratio for the current and prior two financial years.

The unrestricted current ratio is specific to local government and represents council’s ability to meet its short-term obligations as they fall due. The ratio measures the ratio of unrestricted current assets to specific purpose liabilities.

In 2023–24, the average unrestricted current ratio was an average of 3.7x for metropolitan councils.

The ratio has declined compared to 2023–24 due to an increase in externally restricted assets of \$32.4 million and higher contract liabilities from grant funding (\$69.9 million in

Unrestricted current ratio

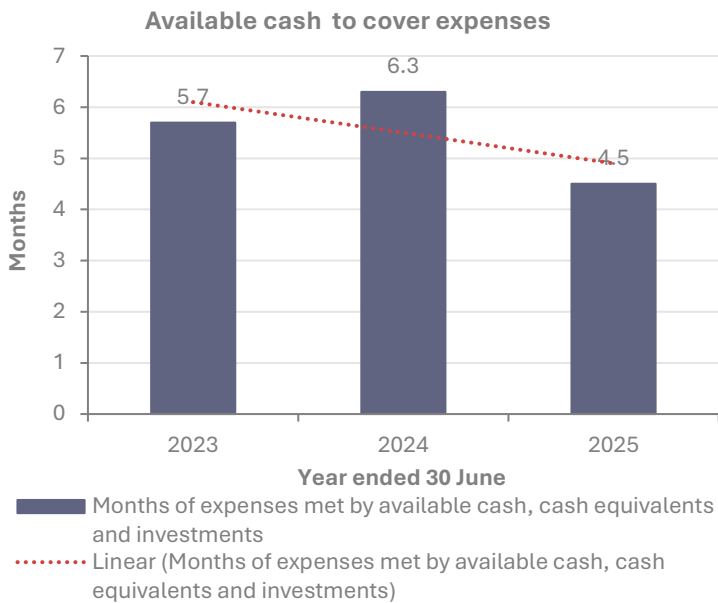


2024–25 compared to \$60.8 million in 2023–24).

This graph shows the number of months of general fund expenses (excluding depreciation and borrowing costs), Council can fund from its available cash, cash equivalents and investments (not subject to external restrictions).

Further details on cash, cash equivalents and investments including the sources of external restrictions are included in the section above.

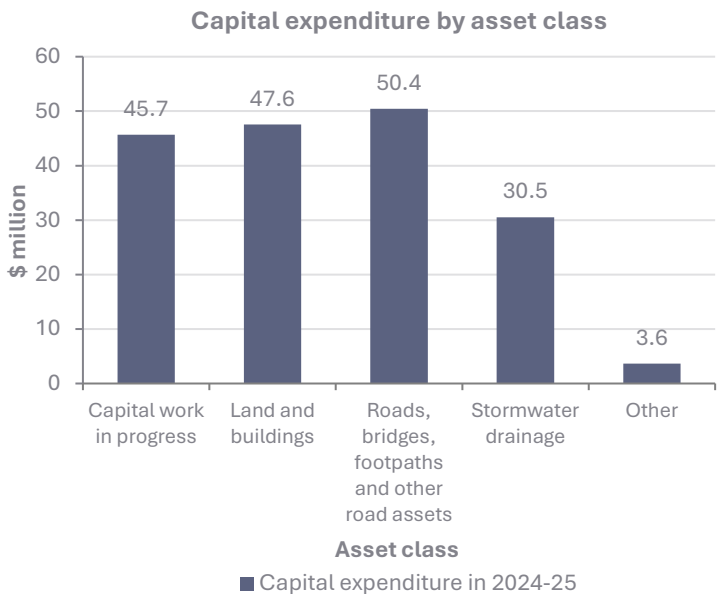
In 2023–24, the available cash to cover expenses was an average of 8 months for metropolitan councils.



Infrastructure, property, plant and equipment

This graph shows how much the Council spent on renewing and purchasing assets in 2024–25.

Council renewed \$7.0 million of infrastructure, property, plant and equipment during the 2024–25 financial year. This was mainly spent on Buildings and other structures, Roads and Footpaths. A further \$170.8 million was spent on new assets including Capital WIP, Land, Roads, Footpaths and Storm water drainage.



Debt

The table below provides an overview of the Council's loans and committed borrowing facilities. Committed borrowing facilities are an element of liquidity management and include bank overdrafts, and credit cards.

Debt	2025	2024	Commentary
	\$m	\$m	
Loans	58.1	50.3	The increase in loans is mainly due to an \$11.3 million increase in new borrowings in 2024–25.
Approved overdraft facility	0.15	0.15	
Amount drawn down	--	--	
Credit card facility	0.45	0.45	
Amount used	--	--	

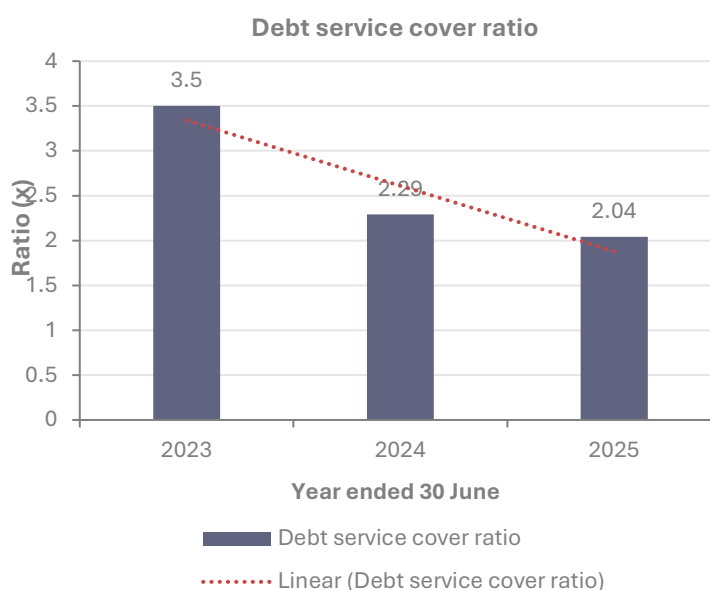
Debt service cover

This graph shows the Council's debt service cover ratio for the current and prior two financial years.

The debt service cover ratio measures the operating cash to service debt including interest, principal and lease payments.

The decrease in debt service cover ratio is primarily caused by:

- additional borrowings taken out during 2024–25
- an increase in leisure centre and pool costs in 2024–25 primarily due to the opening of the Oran Park Leisure Centre in October 2024.



Mary Yuen
Delegate of the Auditor-General of New South Wales

Special Purpose Financial Statements

for the Year Ended 30 June 2025



Special Purpose Financial Statements

for the year ended 30 June 2025

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Special Purpose Financial Statements:	
Income Statement of Commercial Waste	4
Statement of Financial Position of Commercial Waste	5
Note – Material accounting policy information	6
Auditor's Report on Special Purpose Financial Statements	8

Background

- i. These Special Purpose Financial Statements have been prepared for the use by both Council and the Office of Local Government in fulfilling their requirements under National Competition Policy.
- ii. The principle of competitive neutrality is based on the concept of a 'level playing field' between persons/entities competing in a market place, particularly between private and public sector competitors.

Essentially, the principle is that government businesses, whether Commonwealth, state or local, should operate without net competitive advantages over other businesses as a result of their public ownership.

- iii. For Council, the principle of competitive neutrality and public reporting applies only to declared business activities.

These include **(a)** those activities classified by the Australian Bureau of Statistics as business activities being water supply, sewerage services, abattoirs, gas production and reticulation, and **(b)** those activities with a turnover of more than \$2 million that Council has formally declared as a business activity (defined as Category 1 activities).

- iv. In preparing these financial statements for Council's self-classified Category 1 businesses and ABS-defined activities, councils must **(a)** adopt a corporatisation model and **(b)** apply full cost attribution including tax-equivalent regime payments and debt guarantee fees (where the business benefits from Council's borrowing position by comparison with commercial rates).

Camden Council

Special Purpose Financial Statements

for the year ended 30 June 2025

Statement by Councillors and Management

Statement by Councillors and Management made pursuant to the Local Government Code of Accounting Practice and Financial Reporting

The attached Special Purpose Financial Statements have been prepared in accordance with:

- the NSW Government Policy Statement '*Application of National Competition Policy to Local Government*',
- the Division of Local Government Guidelines '*Pricing and Costing for Council Businesses – A Guide to Competitive Neutrality*',
- the Local Government *Code of Accounting Practice and Financial Reporting*,

To the best of our knowledge and belief, these statements:

- present fairly the operating result and financial position for each of Council's declared business activities for the year, and
- accord with Council's accounting and other records.

We are not aware of any matter that would render these statements false or misleading in any way.

Signed in accordance with a resolution of Council made on 14 October 2025.



Therese Fedeli

Mayor

14 October 2025



Ashleigh Cagney

Deputy Mayor

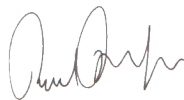
14 October 2025



Andrew Carfield

General Manager

14 October 2025



Paul Rofe

Responsible Accounting Officer

14 October 2025

Camden Council

Income Statement of Commercial Waste

for the year ended 30 June 2025

	2025 Category 2 Actual \$ '000	2024 Category 2 Actual \$ '000
Income from continuing operations		
User charges	1,792	1,668
Total income from continuing operations	1,792	1,668
Expenses from continuing operations		
Employee benefits and on-costs	450	386
Materials and services	125	191
Depreciation, amortisation and impairment	62	64
Other expenses	177	175
Total expenses from continuing operations	814	816
Surplus (deficit) from continuing operations before capital amounts	978	852
Surplus (deficit) from continuing operations after capital amounts	978	852
Surplus (deficit) from all operations before tax	978	852
Less: corporate taxation equivalent (25%) [based on result before capital]	(245)	(213)
Surplus (deficit) after tax	733	639
Plus accumulated surplus	2,657	2,219
Plus adjustments for amounts unpaid:		
– Corporate taxation equivalent	245	213
Less:		
– Dividend paid	(1,457)	(414)
Closing accumulated surplus	2,178	2,657
Return on capital %	289.3%	248.4%

Camden Council

Statement of Financial Position of Commercial Waste

as at 30 June 2025

	2025 Category 2 Actual \$ '000	2024 Category 2 Actual \$ '000
ASSETS		
Current assets		
Cash and cash equivalents	1,815	2,297
Receivables	25	17
Total current assets	1,840	2,314
Non-current assets		
Infrastructure, property, plant and equipment	338	343
Total non-current assets	338	343
Total assets	2,178	2,657
Net assets	2,178	2,657
EQUITY		
Accumulated surplus	2,178	2,657
Total equity	2,178	2,657

Note – Material accounting policy information

A statement summarising the supplemental accounting policies adopted in the preparation of the special purpose financial statements (SPFS) for National Competition Policy (NCP) reporting purposes follows.

These financial statements are SPFS prepared for use by Council and the Office of Local Government. For the purposes of these statements, the Council is a non-reporting not-for-profit entity.

The figures presented in these special purpose financial statements have been prepared in accordance with the recognition and measurement criteria of relevant Australian Accounting Standards, other authoritative pronouncements of the Australian Accounting Standards Board (AASB) and Australian Accounting Interpretations.

The disclosures in these special purpose financial statements have been prepared in accordance with the *Local Government Act 1993* (Act), the *Local Government (General) Regulation 2021* (Regulation) and the Local Government Code of Accounting Practice and Financial Reporting.

The statements are prepared on an accruals basis. They are based on historic costs and do not take into account changing money values or, except where specifically stated, fair value of non-current assets. Certain taxes and other costs, appropriately described, have been imputed for the purposes of the National Competition Policy.

The Statement of Financial Position includes notional assets/liabilities receivable from/payable to Council's general fund. These balances reflect a notional intra-entity funding arrangement with the declared business activities.

National Competition Policy

Council has adopted the principle of 'competitive neutrality' in its business activities as part of the National Competition Policy which is being applied throughout Australia at all levels of government.

The framework for its application is set out in the June 1996 NSW government policy statement titled 'Application of National Competition Policy to Local Government'.

The *Pricing and Costing for Council Businesses, A Guide to Competitive Neutrality* issued by the Office of Local Government in July 1997 has also been adopted.

The pricing and costing guidelines outline the process for identifying and allocating costs to activities and provide a standard for disclosure requirements.

These disclosures are reflected in Council's pricing and/or financial reporting systems and include taxation equivalents, Council subsidies, return on investments (rate of return), and dividends paid.

Declared business activities

In accordance with *Pricing and Costing for Council Businesses – A Guide to Competitive Neutrality*, Council has declared that the following are to be considered as business activities:

Category 1

(where gross operating turnover is over \$2 million)

Nil

Category 2

(where gross operating turnover is less than \$2 million)

Camden Commercial Waste Activity

Provide a diversified range of waste removal services to business operations in the Camden local government area

Taxation equivalent charges

Council is liable to pay various taxes and financial duties. Where this is the case, they are disclosed as a cost of operations just like all other costs. However, where Council does not pay some taxes, which are generally paid by private sector businesses, such as income tax, these equivalent tax payments have been applied to all Council-nominated business activities and are reflected in special purpose financial statements. For the purposes of disclosing comparative information relevant to the private sector equivalent, the following taxation equivalents have been applied to all Council-nominated business activities (this does not include Council's non-business activities):

Note – Material accounting policy information (continued)

Notional rate applied (%)

Corporate income tax rate – **25%** (23/24 25%)

Land tax – the first \$1,075,000 of combined land values attracts **0%**. For the combined land values in excess of \$1,075,000 up to \$6,571,000 the rate is **\$100 + 1.6%**. For the remaining combined land value that exceeds \$6,571,000, a premium threshold is applied at \$88,036 plus 2% of land value above the threshold.

Payroll tax – 5.45% on the value of taxable salaries and wages in excess of \$1,200,000.

Income tax

An income tax equivalent has been applied on the profits of the business activities. Whilst income tax is not a specific cost for the purpose of pricing a good or service, it needs to be taken into account in terms of assessing the rate of return required on capital invested. Accordingly, the return on capital invested is set at a pre-tax level – gain/(loss) from ordinary activities before capital amounts, as would be applied by a private sector competitor. That is, it should include a provision equivalent to the corporate income tax rate, currently 25% (23/24 25%).

Income tax is only applied where a gain from ordinary activities before capital amounts has been achieved. Since the taxation equivalent is notional – that is, it is payable to the 'Council' as the owner of business operations – it represents an internal payment and has no effect on the operations of the Council.

Accordingly, there is no need for disclosure of internal charges in the SPFS. The rate applied of 25% is the equivalent company tax rate prevalent at reporting date. No adjustments have been made for variations that have occurred during the year.

Local government rates and charges

A calculation of the equivalent rates and charges for all Category 1 businesses has been applied to all assets owned, or exclusively used by the business activity.

Loan and debt guarantee fees

The debt guarantee fee is designed to ensure that Council business activities face 'true' commercial borrowing costs in line with private sector competitors. In order to calculate a debt guarantee fee, Council has determined what the differential borrowing rate would have been between the commercial rate and Council's borrowing rate for its business activities.

(i) Subsidies

Government policy requires that subsidies provided to customers, and the funding of those subsidies, must be explicitly disclosed. Subsidies occur where Council provides services on a less than cost recovery basis. This option is exercised on a range of services in order for Council to meet its community service obligations. The overall effect of subsidies is contained within the Income Statements of business activities.

(ii) Return on investments (rate of return)

The NCP policy statement requires that councils with Category 1 businesses 'would be expected to generate a return on capital funds employed that is comparable to rates of return for private businesses operating in a similar field'.

Funds are subsequently available for meeting commitments or financing future investment strategies. The rate of return is disclosed for each of Council's business activities on the Income Statement.

The rate of return is calculated as follows:

Operating result before capital income + interest expense

Written down value of I,PP&E as at 30 June

As a minimum, business activities should generate a return equal to the Commonwealth 10 year bond rate which is 4.16% at 30/6/25.

(iii) Dividends

Council is not required to pay dividends to either itself (as owner of a range of businesses) or to any external entities.



INDEPENDENT AUDITOR'S REPORT

Report on the special purpose financial statements

Camden Council

To the Councillors of Camden Council

Opinion

I have audited the accompanying special purpose financial statements (the financial statements) of Camden Council's (the Council) Declared Business Activity, Commercial Waste, which comprise the Statement by Councillors and Management, the Income Statement of the Declared Business Activity for the year ended 30 June 2025, the Statement of Financial Position of the Declared Business Activity as at 30 June 2025 and the Material accounting policy information note.

In my opinion, the financial statements present fairly, in all material respects, the financial position of the Council's declared Business Activity as at 30 June 2025, and its financial performance for the year then ended, in accordance with the Australian Accounting Standards described in the Material accounting policy information note and the Local Government Code of Accounting Practice and Financial Reporting 2024-25 (LG Code).

My opinion should be read in conjunction with the rest of this report.

Basis for Opinion

I conducted my audit in accordance with Australian Auditing Standards. My responsibilities under the standards are described in the 'Auditor's Responsibilities for the Audit of the Financial Statements' section of my report.

I am independent of the Council in accordance with the requirements of the:

- Australian Auditing Standards
- Accounting Professional and Ethical Standards Board's APES 110 'Code of Ethics for Professional Accountants (including Independence Standards)' (APES 110).

Parliament promotes independence by ensuring the Auditor-General and the Audit Office of New South Wales are not compromised in their roles by:

- providing that only Parliament, and not the executive government, can remove an Auditor-General
- mandating the Auditor-General as the auditor of councils
- precluding the Auditor-General from providing non-audit services.

I have fulfilled my other ethical responsibilities in accordance with APES 110.

I believe the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Emphasis of Matter - Basis of Accounting

Without modifying my opinion, I draw attention to the Material accounting policy information note to the financial statements which describes the basis of accounting. The financial statements have been prepared for the purpose of fulfilling the Council's financial reporting responsibilities under the LG Code. As a result, the financial statements may not be suitable for another purpose.

Other Information

The Council's annual report for the year ended 30 June 2025 includes other information in addition to the financial statements and my Independent Auditor's Report thereon. The Councillors are responsible for the other information. At the date of this Independent Auditor's Report, the other information I have received comprise the general purpose financial statements and Special Schedules (the Schedules).

My opinion on the financial statements does not cover the other information. Accordingly, I do not express any form of assurance conclusion on the other information. However, as required by the *Local Government Act 1993*, I have separately expressed an opinion on the general purpose financial statements and Special Schedule 'Permissible income for general rates'.

In connection with my audit of the financial statements, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude there is a material misstatement of the other information, I must report that fact.

I have nothing to report in this regard.

The Councillors' Responsibilities for the Financial Statements

The Councillors are responsible for the preparation and fair presentation of the financial statements and for determining that the accounting policies, described in the Material accounting policy information note to the financial statements, are appropriate to meet the requirements in the LG Code. The Councillors' responsibility also includes such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of the financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Councillors are responsible for assessing the Council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting.

Auditor's Responsibilities for the Audit of the Financial Statements

My objectives are to:

- obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error
- issue an Independent Auditor's Report including my opinion.

Reasonable assurance is a high level of assurance, but does not guarantee an audit conducted in accordance with Australian Auditing Standards will always detect material misstatements.

Misstatements can arise from fraud or error. Misstatements are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions users take based on the financial statements.

A description of my responsibilities for the audit of the financial statements is located at the Auditing and Assurance Standards Board website at: www.auasb.gov.au/auditors_responsibilities/ar4.pdf. The description forms part of my auditor's report.

The scope of my audit does not include, nor provide assurance:

- that the Council carried out its activities effectively, efficiently and economically
- about the security and controls over the electronic publication of the audited financial statements on any website where they may be presented
- about any other information which may have been hyperlinked to/from the financial statements.

A handwritten signature in black ink, appearing to be 'my' or 'Mary Yuen' in a cursive style.

Mary Yuen
Delegate of the Auditor-General for New South Wales

17 October 2025
SYDNEY

Special Schedules

for the Year Ended 30 June 2025



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Report on infrastructure assets as at 30 June 2025	7

Camden Council

Permissible income for general rates

	Notes	Calculation 2024/25 \$ '000	Calculation 2025/26 \$ '000
Notional general income calculation ¹			
Last year notional general income yield	a	77,648	86,284
Plus or minus adjustments ²	b	2,022	2,243
Notional general income	c = a + b	79,670	88,527
Permissible income calculation			
Percentage increase	d	8.20%	7.50%
Plus percentage increase amount ³	f = d x (c + e)	6,533	6,639
Sub-total	g = (c + e + f)	86,203	95,166
Less valuation objections claimed in the previous year	i	—	(81)
Sub-total	j = (h + i)	—	(81)
Total permissible income	k = g + j	86,203	95,085
Less notional general income yield	l	86,284	95,085
Catch-up or (excess) result	m = k - l	(81)	—
Plus income lost due to valuation objections claimed ⁴	n	81	—
Less unused catch-up greater than 10 years ⁵	o	—	—
Carry forward to next year ⁶	p = m + n + o	—	—

Notes

- (1) The notional general income will not reconcile with rate income in the financial statements in the corresponding year. The statements are reported on an accrual accounting basis which include amounts that relate to prior years' rates income.
- (2) Adjustments account for changes in the number of assessments and any increase or decrease in land value occurring during the year. The adjustments are called 'supplementary valuations' as defined in the *Valuation of Land Act 1916 (NSW)*.
- (3) The 'percentage increase' is inclusive of the rate-peg percentage, and/or special variation and/or Crown land adjustment (where applicable).
- (4) Valuation objections are unexpected changes in land values as a result of land owners successfully objecting to the land value issued by the Valuer General. Councils can claim the value of the income lost due to valuation objections in any single year.
- (5) Unused catch-up amounts or the rate peg balance amounts will be deducted if they are not caught up within ten years. Usually councils will have a nominal carry forward figure. These amounts can be adjusted for when setting the rates in a future year.
- (6) Carry-forward amounts which are in excess (an amount that exceeds the permissible income) require Ministerial approval by order published in the *NSW Government Gazette* in accordance with section 512 of the Act. The OLG will extract these amounts from Council's Permissible income for general rates Statement in the financial data return (FDR) to administer this process.



INDEPENDENT AUDITOR'S REPORT

Special Schedule – Permissible income for general rates

Camden Council

To the Councillors of Camden Council

Opinion

I have audited the accompanying Special Schedule – Permissible income for general rates (the Schedule) of Camden Council (the Council) for the year ending 30 June 2026.

In my opinion, the Schedule is prepared, in all material respects in accordance with the requirements of the Local Government Code of Accounting Practice and Financial Reporting 2024–25 (LG Code) and is in accordance with the books and records of the Council.

My opinion should be read in conjunction with the rest of this report.

Basis for Opinion

I conducted my audit in accordance with Australian Auditing Standards. My responsibilities under the standards are described in the 'Auditor's Responsibilities for the Audit of the Schedule' section of my report.

I am independent of the Council in accordance with the requirements of the:

- Australian Auditing Standards
- Accounting Professional and Ethical Standards Board's APES 110 'Code of Ethics for Professional Accountants (including Independence Standards)' (APES 110).

Parliament promotes independence by ensuring the Auditor-General and the Audit Office of New South Wales are not compromised in their roles by:

- providing that only Parliament, and not the executive government, can remove an Auditor-General
- mandating the Auditor-General as auditor of councils
- precluding the Auditor-General from providing non-audit services.

I have fulfilled my other ethical responsibilities in accordance with APES 110.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Emphasis of Matter - Basis of Accounting

Without modifying my opinion, I draw attention to the special purpose framework used to prepare the Schedule. The Schedule has been prepared for the purpose of fulfilling the Council's reporting obligations under the LG Code. As a result, the Schedule may not be suitable for another purpose.

Other Information

The Council's annual report for the year ended 30 June 2025 includes other information in addition to the Schedule and my Independent Auditor's Report thereon. The Councillors are responsible for the other information. At the date of this Independent Auditor's Report, the other information I have received comprise the general purpose financial statements, special purpose financial statements and Special Schedule 'Report on infrastructure assets as at 30 June 2025.

My opinion on the Schedule does not cover the other information. Accordingly, I do not express any form of assurance conclusion on the other information. However, as required by the *Local Government Act 1993*, I have separately expressed an opinion on the general purpose financial statements and the special purpose financial statements.

In connection with my audit of the Schedule, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the Schedule or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude there is a material misstatement of the other information, I must report that fact.

I have nothing to report in this regard.

The Councillors' Responsibilities for the Schedule

The Councillors are responsible for the preparation of the Schedule in accordance with the LG Code. The Councillors' responsibility also includes such internal control as the Councillors determine is necessary to enable the preparation of the Schedule that is free from material misstatement, whether due to fraud or error.

In preparing the Schedule, the Councillors are responsible for assessing the Council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting.

Auditor's Responsibilities for the Audit of the Schedule

My objectives are to:

- obtain reasonable assurance whether the Schedule as a whole is free from material misstatement, whether due to fraud or error
- issue an Independent Auditor's Report including my opinion.

Reasonable assurance is a high level of assurance, but does not guarantee an audit conducted in accordance with Australian Auditing Standards will always detect material misstatements.

Misstatements can arise from fraud or error. Misstatements are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions users take based on the Schedule.

A description of my responsibilities for the audit of the Schedule is located at the Auditing and Assurance Standards Board website at: www.auasb.gov.au/auditors_responsibilities/ar8.pdf. The description forms part of my auditor's report.

The scope of my audit does not include, nor provide assurance:

- that the Council carried out its activities effectively, efficiently and economically
- about the security and controls over the electronic publication of the audited Schedule on any website where it may be presented
- about any other information which may have been hyperlinked to/from the Schedule.



Mary Yuen
Delegate of the Auditor-General for New South Wales

17 October 2025
SYDNEY

Camden Council

Report on infrastructure assets as at 30 June 2025

Asset Class	Asset Category	Estimated cost to bring assets to satisfactory standard	Estimated cost to bring to the agreed level of service set by Council	2024/25 Required maintenance ^a	2024/25 Actual maintenance	Net carrying amount	Gross replacement cost (GRC)	Assets in condition as a percentage of gross replacement cost				
		\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	1	2	3	4	5
Buildings	Buildings	3,574	3,574	5,175	4,644	304,319	372,951	45.9%	46.2%	7.3%	0.5%	0.1%
	Sub-total	3,574	3,574	5,175	4,644	304,319	372,951	45.9%	46.2%	7.3%	0.5%	0.1%
Other structures	Other structures / Open space recreational assets	10,262	10,262	10,976	10,976	160,483	214,141	45.7%	39.8%	12.4%	1.7%	0.4%
	Sub-total	10,262	10,262	10,976	10,976	160,483	214,141	45.7%	39.8%	12.4%	1.7%	0.4%
Roads	Roads	12,752	12,752	5,635	5,635	1,179,103	1,533,504	55.8%	35.9%	6.7%	1.4%	0.3%
	Sub-total	12,752	12,752	5,635	5,635	1,179,103	1,533,504	55.8%	35.9%	6.7%	1.4%	0.2%
Stormwater drainage	Stormwater drainage	1,082	1,082	699	635	682,560	786,922	66.6%	32.7%	0.7%	0.1%	0.0%
	Sub-total	1,082	1,082	699	635	682,560	786,922	66.6%	32.7%	0.7%	0.1%	0.0%
Total – all assets		27,670	27,670	22,485	21,890	2,326,465	2,907,518	56.7%	36.6%	5.6%	0.9%	0.2%

(a) Required maintenance is the amount identified in Council's asset management plans.

Infrastructure asset condition assessment 'key'

#	Condition	Integrated planning and reporting (IP&R) description
1	Excellent/very good	No work required (normal maintenance)
2	Good	Only minor maintenance work required
3	Satisfactory	Maintenance work required
4	Poor	Renewal required
5	Very poor	Urgent renewal/upgrading required

Camden Council

Report on infrastructure assets as at 30 June 2025

Infrastructure asset performance indicators (consolidated) *

	Amounts 2025 \$ '000	Indicator 2025	Indicators 2024 2023		Benchmark
Buildings and infrastructure renewals ratio					
Asset renewals ¹	6,959	21.38%	78.41%	36.18%	> 100.00%
Depreciation, amortisation and impairment	32,549				
Infrastructure backlog ratio					
Estimated cost to bring assets to a satisfactory standard	27,670	1.19%	1.20%	1.19%	< 2.00%
Net carrying amount of infrastructure assets	2,326,465				
Asset maintenance ratio					
Actual asset maintenance	21,890	97.35%	100.00%	110.89%	> 100.00%
Required asset maintenance	22,485				
Cost to bring assets to agreed service level					
Estimated cost to bring assets to an agreed service level set by Council	27,670	0.95%	0.95%	0.94%	
Gross replacement cost	2,907,518				

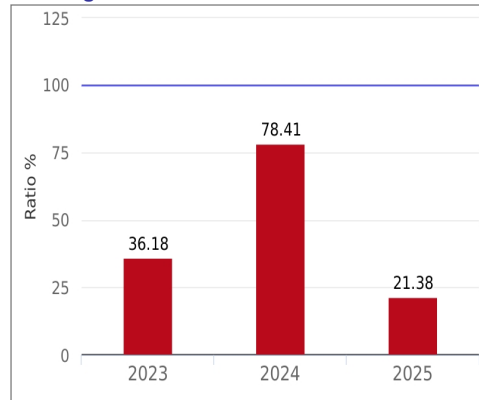
(*) All asset performance indicators are calculated using classes identified in the previous table.

(1) Asset renewals represent the replacement and/or refurbishment of existing assets to an equivalent capacity/performance as opposed to the acquisition of new assets (or the refurbishment of old assets) that increases capacity/performance.

Camden Council

Report on infrastructure assets as at 30 June 2025

Buildings and infrastructure renewals ratio



Buildings and infrastructure renewals ratio

To assess the rate at which these assets are being renewed relative to the rate at which they are depreciating.

Commentary on result

24/25 ratio 21.38%

It is difficult to justify a ratio of more than 100% for Camden Council when Council has a high proportion of new assets that at this point of their life cycle do not require renewal. Depreciation expense also continues to increase annually due to the acquisition/dedication of new assets through growth. Council continues to put into place renewal programs that address any assets in poor condition.

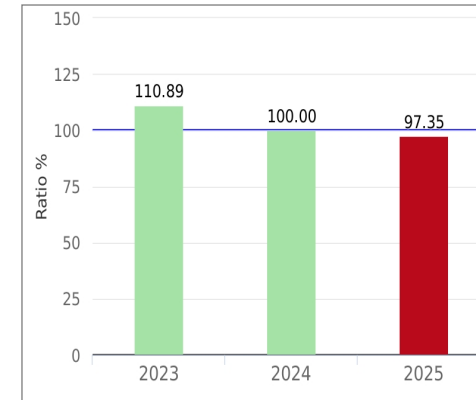
Benchmark: — > 100.00%

Ratio achieves benchmark

Source of benchmark: Code of Accounting Practice and Financial Reporting

Ratio is outside benchmark

Asset maintenance ratio



Asset maintenance ratio

Compares actual vs. required annual asset maintenance. A ratio above 1.0 indicates Council is investing enough funds to stop the infrastructure backlog growing.

Commentary on result

24/25 ratio 97.35%

Council's asset maintenance ratio for the 2024/2025 financial year is 97.35%. This is close to the benchmark of 100% with a high portion of maintenance programs completed throughout the year. This continues to ensure Council's asset base remains in a good condition.

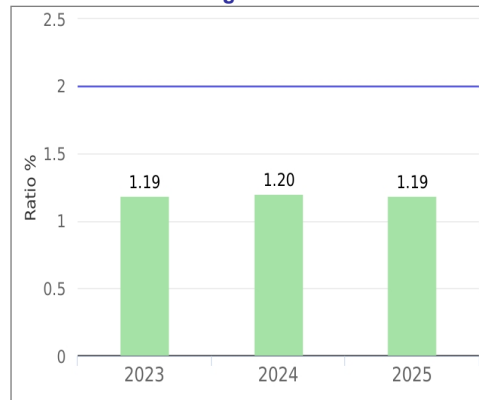
Benchmark: — > 100.00%

Ratio achieves benchmark

Source of benchmark: Code of Accounting Practice and Financial Reporting

Ratio is outside benchmark

Infrastructure backlog ratio



Infrastructure backlog ratio

This ratio shows what proportion the backlog is against the total value of a Council's infrastructure.

Commentary on result

24/25 ratio 1.19%

Council's infrastructure backlog ratio for the 2024/2025 financial year is 1.19% which is well below the industry benchmark of less than 2%. Council continues to adequately fund its asset renewal requirements through programs such as the Community Infrastructure Renewal Program.

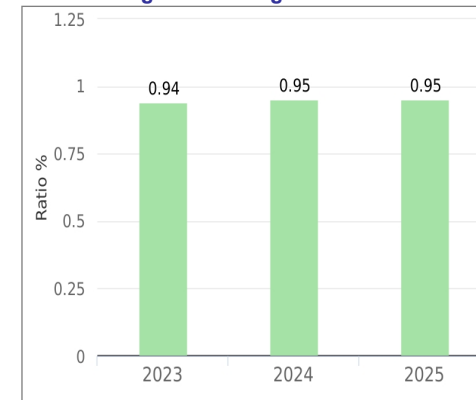
Benchmark: — < 2.00%

Ratio achieves benchmark

Source of benchmark: Code of Accounting Practice and Financial Reporting

Ratio is outside benchmark

Cost to bring assets to agreed service level



Cost to bring assets to agreed service level

This ratio provides a snapshot of the proportion of outstanding renewal works compared to the total value of assets under Council's care and stewardship.

Commentary on result

24/25 ratio 0.95%

Council continues to implement renewal programs based on the condition of assets to ensure Council's asset base remains in a good condition. Examples of such programs include the Community Infrastructure Renewal Program which is targeted as specific works which have been identified in line with Council's Asset Management Plans.