



# **Croydon Shire Council**

## **2023/24 Financial Year Budget**

**Subject:** Croydon Shire Council 2023/24 Financial Year Budget

**Attachments:**

1. Operational Plan 2023/24
2. Revenue Policy 2023/24
3. Revenue Statement 2024/24
4. 2024 Budget including Long-Term Financial Forecast and Relevant Measures of Financial Sustainability
5. Debt Policy 2023/24
6. Investment Policy 2023/24
7. Fees and Charges 2023/24
8. Operational Budget 2023/24 (Information purposes only)
9. Capital Works Budget 2023/24 (Information purposes only)

**Author:** Chief Executive Officer

**Date:** 30 June 2023

### **Executive Summary**

In accordance with the requirements of the *Local Government Regulation 2012*, the proposed 2023/24 budget and associated policies are presented for adoption by Council. The budget highlights a responsible and sustainable long-term financial outlook while ensuring infrastructure is renewed and expanded and high quality services are delivered to the community.

### **Purpose**

The purpose of this report is to present for adoption the 2023/24 Financial Year Budget incorporating Council's Revenue Policy, Revenue Statement, Debt and Investment Policies, Fees and Charges and Operational Plan.

### **2023/24 Budget Summary**

In accordance with *Local Government Regulation 2012*, Council is required to prepare a budget for each financial year which must be prepared on an accrual accounting basis. Some of the legislatively mandated requirements for the budget are:

**s169 (1) (b)** The budget must include statements for the following year and the next two financial years:

- (a) financial position;
- (b) cash flow;
- (c) income and expenditure;
- (d) changes in equity.

**s169 (3)** Within the statement of income and expenditure, the following must be stated:

- (a) Rates and utility charges excluding discounts and rebates;
- (b) Contributions from developers;
- (c) Fees and charges;
- (d) Interest;
- (e) Grants and subsidies;
- (f) Depreciation;
- (g) Finance costs;
- (h) Net result;
- (i) The estimated costs of –

- a. The local governments significant business activities carried on using a full cost pricing basis; and
- b. The activities of the local government's commercial business units; and
- c. The local government's significant business activities.

**s169 (4)** The budget must include each of the relevant measures of financial sustainability for the financial year for which it is prepared and the next 9 financial years.

**s169 (5)** The relevant measures of financial sustainability are the following measures as described in the financial management (sustainability) guideline —

- (a) asset sustainability ratio;
- (b) net financial liabilities ratio;
- (c) operating surplus ratio.

In addition, the budget must include the total value of the change, expressed as a percentage, in the rates and utility charges levied for the financial year compared with the rates and utility charges levied in the previous budget, net of discounts and rebates.

#### **Comparison of proposed rates and utility charges for 2023/24 with previous year (2022/23)**

In accordance with *Local Government Regulation 2012* the total value of change in proposed rates and utility charges for the financial year 2023/24 compared with the rates and utility charges levied in the previous budget is an increase of **2.5%**.

The budget must also be consistent with the following documents of the local government —

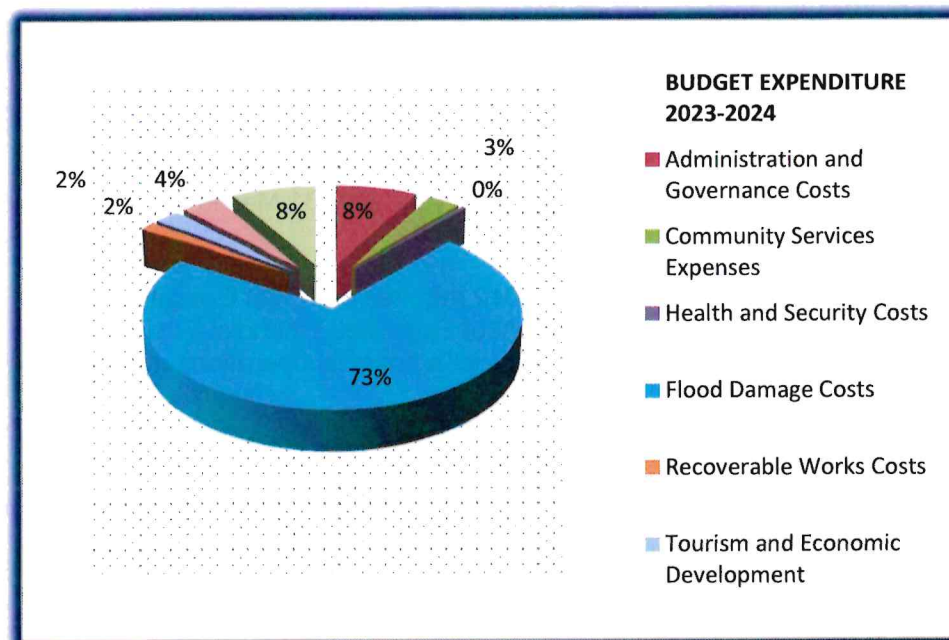
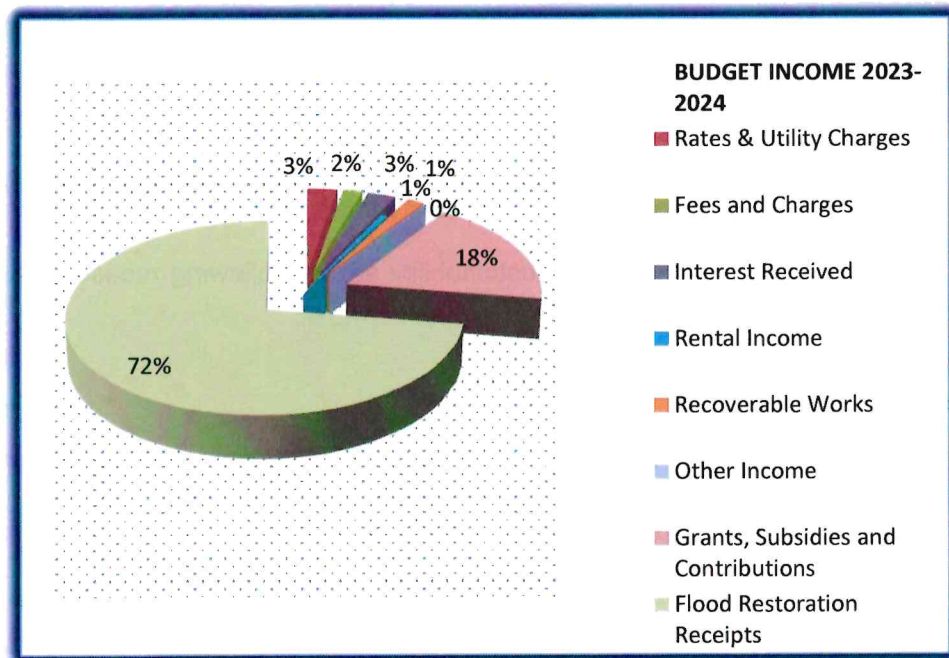
- (a) 5 year Corporate Plan;
- (b) Annual Operational Plan;

A local government must adopt its budget for a financial year after 31 May in the year before that financial year and before 1 August of that financial year.

Section 205 of the *Local Government Regulation 2012* requires the Chief Executive Officer to present to the annual budget meeting a Statement of Estimated Financial Position which provides information on the expected result from Council's financial operations, and financial position, for the previous financial year.

Key financial statistics to note in relation to the 2023/24 budget include:

- Total budget expenditure (operational and capital) of \$36m;
- A budget surplus of \$15k and fully funded depreciation of \$2.3m;
- Capital works expenditure of \$8.5m;
- Flood damage and main roads contract work of \$20.4m



The graphs above shows the budget operating income and expenditure items and their percentage allocations.

(The 2023/24 budget does not contain any contributions from developers nor does Council have any financially significant business activities).

## **1. Operational Plan 2023/24**

### **Attachment 1 refers:**

Moved Cr  
Seconded Cr

In accordance with the requirements of the *Local Government Regulation 2012*, Council adopt the Operational Plan 2023/24 as presented.

All in favour Yes/No  
Resolution No.

## **2. Revenue Policy 2023/24**

### **Attachment 2 refers:**

Moved Cr  
Seconded Cr

That pursuant to Section 193(3) of the *Local Government Regulation 2012*, Council adopt the Revenue Policy 2023/24 for inclusion in the 2023/24 Budget.

All in favour Yes/No  
Resolution No.

## **3. Revenue Statement 2023/24**

### **Attachment 3 refers:**

Moved Cr  
Seconded Cr

That pursuant to section 104(5) of the *Local Government Act 2009* and section 172 of the *Local Government Regulation 2012*, Council adopt the Revenue Statement 2023/24.

All in favour Yes/No  
Resolution No.

## **4. 2023/24 Budget**

### **Attachment 4 refers:**

This report presents the 2023/24 Budget and long-term financial forecast for the Croydon Shire Council for adoption as part of the 2023/24 budget process.

Moved Cr  
Seconded Cr

That pursuant to section 104 of the *Local Government Act 2009* and sections 169 and 170 of the *Local Government Regulation 2012*, Council adopt the Budget for the financial year 2023/24 incorporating:

- i. The statement of financial position;
- ii. The statement of cash flows;
- iii. The statement of income and expenditure;
- iv. The statement of changes in equity;
- v. The long-term financial forecast;
- vi. The relevant measures of financial sustainability.

All in favour Yes/No  
Resolution No.

## 5. Differential General Rates

### Attachment 3 refers:

Moved Cr  
Seconded Cr

That pursuant to section 81 of the *Local Government Regulation 2012*, the categories in to which rateable land is categorised, the description of those categories and pursuant to sections 81 (4) and 81 (5) of the *Local Government Regulation 2012*, the method by which land is to be identified and included in its appropriate category is as follows:

| Category | Description  |
|----------|--|
| Urban    | Urban land is all land within the Township zone as defined in the Croydon Shire Planning Scheme  |
| Rural    | Rural land is all land within the Council boundaries not included in another category  |
| Mining   | Mining land is all land within the Shire used for or approved for mining or mining related activities, or classified as a mining lease. This only applies to land outside the Township zone. |

All in favour Yes/No  
Resolution No.

Moved Cr  
Seconded Cr

That pursuant to section 94 of the *Local Government Act 2009* and section 80 of the *Local Government Regulation 2012*, the differential general rate to be made and levied for each differential general rate category and, pursuant to section 77 of the *Local Government Regulation 2012*, and the minimum general rate to be made and levied for each differential general rate category, is as follows:

| Category | Description  | Cents in the dollar | Minimum General Rate |
|----------|--|---------------------|----------------------|
| Urban    | Urban land is all land within the Township zone as defined in the Croydon Shire Planning Scheme  | 10.25               | \$711.00             |
| Rural    | Rural land is all land within the Council boundaries not included in another category  | 0.3748              | \$711.00             |
| Mining   | Mining land is all land within the Shire used for or approved for mining or mining related activities, or classified as a mining lease. This only applies to land outside the Township zone. | 2.05                | \$711.00             |

All in favour Yes/No  
Resolution No.

Moved Cr  
Seconded Cr

That pursuant to section 74 (3) and (4) of the *Local Government Regulation 2012*, Council resolves to use the value of the land averaged over a number of financial years to determine the rateable value of land, and the rateable value of land will be the 3-year averaged value of the land, worked out in accordance with section 76 of the *Local Government Regulation 2012*.

All in favour Yes/No  
Resolution No.

Moved Cr  
Seconded Cr

That pursuant to section 116 of the *Local Government Regulation 2012*, and subject to the conditions stated in section 6.8 of Council's adopted Revenue Statement 2023/24, Council resolves to limit the increase to the general rates for the 2023/24 financial year to no more than 15%.

All in favour Yes/No  
Resolution No.

## 6. 2023/24 Utility Charges - Waste Management and Water

### Attachment 3 refers:

|  |
|--|
| <p>Moved Cr<br/>Seconded Cr</p> <p>That:</p> |
|--|

- (a) pursuant to section 94 of the *Local Government Act 2009* and section 99 of the *Local Government Regulation 2012*, Council make and levy waste management utility charges, for the supply of waste management services by the Council, as follows:

| Type              | Basis of Charge | Charge   |
|-------------------|-----------------|----------|
| Cleansing Service | Per unit        | \$354.65 |

- (b) the application of the above levied cleansing utility charges be in accordance with the further detail provided in section 6.2 of Council's adopted Revenue Statement 2023/24.
- (c) pursuant to section 94 of the *Local Government Act 2009* and section 99 of the *Local Government Regulation 2012*, Council make and levy water utility charges, for the supply of water services by the Council, as follows:

| Type                      | Basis of Charge | Charge   |
|---------------------------|-----------------|----------|
| Access Charge             | per unit        | \$223.45 |
| Excess Consumption Charge | per kl          | \$1.04   |

- (d) the application of the above levied water utility charges be in accordance with the further detail provided in section 6.2 of Council's adopted Revenue Statement 2023/24.
- (e) pursuant to section 99(3) of the *Local Government Regulation 2012*, Council's water year for consumption charges will commence on 1 July 2023 and end on 30 June 2024.
- (f) pursuant to section 102(2) of the *Local Government Regulation 2012*, a water meter is taken to have been read during the period that starts 2 weeks before, and ends 2 weeks after, the day on which the meter is actually read.

All in favour Yes/No  
Resolution No.

## 7. Levy and Payment

### Attachment 3 refers:

Moved Cr  
Seconded Cr

That:

- (a) pursuant to section 107 of the *Local Government Regulation 2012*, Council will issue rate notices for all general rates, waste utility charges, water access and other charges (other than water consumption charges) half yearly. The first notice will be for the half year ended 31 December and the second notice for the half year ended 30 June.
- i. The anticipated dates of issue are listed below for each notice period for:
- Issue date for first half rate notice September 2023

- Issue date for second half rate notice

March 2024

- (b) That pursuant to section 107 of the *Local Government Regulation 2012*, water consumption charges will be levied half yearly based on a water consumption rating period beginning 1 July and ending 30 June. The anticipated dates of issue for each notice period are:
- January – which will cover water consumption measured for the previous half year from 1 July and ending 31 December.
  - July – which will cover water consumption measured for the previous half year beginning 1 January and ending 30 June.
- (c) Supplementary Rates Notices will be issued as required as a result of changes to the property such as property development, land valuation increase or decrease and change in ownership.
- (d) pursuant to section 118 of the *Local Government Regulation 2012*, Council adopts the due date by which rates or charges must be paid as the date that is 31 days after the issue of the rate notice.

All in favour Yes/No  
Resolution No.

## 8. Discount on General Rates

### Attachment 3 refers:

Moved Cr  
Seconded Cr

That pursuant to section 130 of the *Local Government Regulation 2012*, and the conditions stated in section 6.7 of Council's adopted Revenue Statement 2023/24 a discount of 2.5% will apply for all property differential general rates as an incentive for early payment for the 2023/24 financial year.

All in favour Yes/No  
Resolution No.

## 9. Interest on Overdue Rates and Charges

### Attachment 3 refers:

Moved Cr  
Seconded Cr

That pursuant to section 133 of the *Local Government Regulation 2012*, the rate of interest to be applied to all overdue rates and utility charges after the due date for payment will be 8% per annum calculated and compounded on daily balances for the year ended 30 June 2024.

All in favour Yes/No  
Resolution No.

#### **10. Debt Policy 2023/24**

##### **Attachment 5 refers:**

Moved Cr  
Seconded Cr

That pursuant to Section 192 of the *Local Government Regulation 2012*, Council adopt the Debt Policy 2023/24.

All in favour Yes/No  
Resolution No.

#### **11. Investment Policy 2023/24**

##### **Attachment 6 refers:**

Moved Cr  
Seconded Cr

That pursuant to Section 191 of the *Local Government Regulation 2012*, Council adopt the Investment Policy 2023/24.

All in favour Yes/No  
Resolution No.

#### **12. Fees and Charges 2023/24**

##### **Attachment 7 refers:**

Moved Cr  
Seconded Cr

In accordance with the requirements of the *Local Government Act 2009*, Council adopt the Fees and Charges Schedule for the 2023/24 financial year.

All in favour Yes/No  
Resolution No.

Croydon Shire Council  
Income Statement

For the Year Ended

|  | BUDGET<br>2024                | BUDGET<br>2025                | BUDGET<br>2026                | FORECAST<br>2027              | FORECAST<br>2028              | FORECAST<br>2029              | FORECAST<br>2030              | FORECAST<br>2031              | FORECAST<br>2032              | FORECAST<br>2033              |
|--|-------------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|
| <strong>Operating Revenue</strong>                 |                               |                               |                               |                               |                               |                               |                               |                               |                               |                               |
| Rates and Utility Charges                          | 781,500                       | 809,900                       | 839,400                       | 864,600                       | 890,600                       | 917,300                       | 944,800                       | 973,200                       | 1,002,400                     | 1,032,500                     |
| less: Discount Allowed                             | (10,500)                      | (10,900)                      | (11,400)                      | (11,800)                      | (12,200)                      | (12,600)                      | (13,000)                      | (13,400)                      | (13,800)                      | (14,200)                      |
| Fees and Charges                                   | 463,500                       | 472,700                       | 482,100                       | 491,700                       | 504,000                       | 516,600                       | 529,500                       | 542,700                       | 556,200                       | 570,100                       |
| Interest Received                                  | 723,000                       | 1,153,100                     | 1,325,200                     | 1,489,300                     | 1,118,400                     | 1,118,500                     | 1,112,600                     | 1,108,700                     | 1,109,800                     | 1,103,900                     |
| Rental Income                                      | 157,500                       | 160,700                       | 164,000                       | 167,300                       | 171,500                       | 175,800                       | 180,200                       | 184,700                       | 189,300                       | 194,100                       |
| Recoverable Works                                  | 423,000                       | 433,900                       | 441,700                       | 450,700                       | 459,900                       | 469,300                       | 479,900                       | 490,700                       | 502,900                       | 515,400                       |
| Other Income                                       | 15,000                        | 15,300                        | 15,600                        | 15,900                        | 16,300                        | 16,700                        | 17,100                        | 17,500                        | 17,900                        | 18,300                        |
| Grants, Subsidies and Contributions                | 5,012,000                     | 5,943,300                     | 6,121,700                     | 6,305,300                     | 6,483,900                     | 6,626,300                     | 6,792,900                     | 6,963,500                     | 7,138,500                     | 7,317,900                     |
| Flood Restoration Receipts                         | 20,000,000                    | 6,000,000                     | 6,105,000                     | 6,227,100                     | 6,351,600                     | 6,478,600                     | 6,624,400                     | 6,773,400                     | 6,942,700                     | 7,116,300                     |
| <strong>Total Operating Revenue</strong>           | <strong>27,565,000</strong>   | <strong>14,978,000</strong>   | <strong>15,483,300</strong>   | <strong>16,000,100</strong>   | <strong>15,964,000</strong>   | <strong>16,306,500</strong>   | <strong>16,668,400</strong>   | <strong>17,041,000</strong>   | <strong>17,445,900</strong>   | <strong>17,854,300</strong>   |
| <strong>Operating Expenses</strong>                |                               |                               |                               |                               |                               |                               |                               |                               |                               |                               |
| Administration and Governance Costs                | (2,165,000)                   | (2,319,300)                   | (2,365,800)                   | (2,415,800)                   | (2,466,900)                   | (2,519,400)                   | (2,576,000)                   | (2,634,100)                   | (2,699,900)                   | (2,767,600)                   |
| Community Services Expenses                        | (852,000)                     | (874,200)                     | (896,800)                     | (917,500)                     | (938,600)                     | (960,200)                     | (982,500)                     | (1,005,200)                   | (1,029,000)                   | (1,053,200)                   |
| Health and Security Costs                          | (123,500)                     | (127,200)                     | (130,500)                     | (133,300)                     | (136,100)                     | (138,900)                     | (142,000)                     | (145,200)                     | (148,400)                     | (151,600)                     |
| Flood Damage Costs                                 | (20,000,000)                  | (6,000,000)                   | (6,105,000)                   | (6,227,100)                   | (6,351,600)                   | (6,478,600)                   | (6,624,400)                   | (6,773,400)                   | (6,942,700)                   | (7,116,300)                   |
| Recoverable Works Costs                            | (423,000)                     | (395,500)                     | (402,600)                     | (410,700)                     | (418,800)                     | (428,000)                     | (437,300)                     | (447,600)                     | (458,000)                     | (469,400)                     |
| Tourism and Economic Development                   | (682,000)                     | (703,900)                     | (721,700)                     | (738,100)                     | (754,900)                     | (772,100)                     | (789,700)                     | (807,800)                     | (826,300)                     | (845,200)                     |
| Infrastructure Maintenance                         | (1,889,500)                   | (2,191,200)                   | (2,245,700)                   | (2,296,200)                   | (2,347,800)                   | (2,400,700)                   | (2,454,800)                   | (2,510,100)                   | (2,566,800)                   | (2,624,700)                   |
| Net Plant Operating Costs                          | 835,000                       | 861,800                       | 883,300                       | 903,100                       | 923,400                       | 944,200                       | 965,400                       | 987,100                       | 1,009,300                     | 1,032,000                     |
| Depreciation and Amortisation                      | (2,250,000)                   | (2,589,700)                   | (2,599,800)                   | (2,729,300)                   | (2,730,000)                   | (2,731,400)                   | (2,872,300)                   | (2,875,100)                   | (2,875,800)                   | (3,025,700)                   |
| <strong>Total Operating Expenses</strong>          | <strong>(27,550,000)</strong> | <strong>(14,339,200)</strong> | <strong>(14,584,600)</strong> | <strong>(14,964,900)</strong> | <strong>(15,221,300)</strong> | <strong>(15,485,100)</strong> | <strong>(15,913,600)</strong> | <strong>(16,211,400)</strong> | <strong>(16,537,600)</strong> | <strong>(17,021,700)</strong> |
| <strong>NET OPERATING SURPLUS / (DEFICIT)</strong> | <strong>15,000</strong>       | <strong>638,800</strong>      | <strong>898,700</strong>      | <strong>1,035,200</strong>    | <strong>742,700</strong>      | <strong>821,400</strong>      | <strong>754,800</strong>      | <strong>829,600</strong>      | <strong>908,300</strong>      | <strong>832,600</strong>      |
| <strong>Capital Revenue</strong>                   |                               |                               |                               |                               |                               |                               |                               |                               |                               |                               |
| Grants, Subsidies and Contributions                | 4,646,000                     | 1,117,200                     | 1,136,700                     | 1,159,500                     | 1,182,700                     | 1,206,400                     | 1,233,600                     | 1,261,300                     | 1,292,900                     | 1,325,300                     |
| Profit on Sale of Non-Current Assets               | -                             | -                             | -                             | -                             | -                             | -                             | -                             | -                             | -                             | -                             |
| <strong>Total Capital Revenue</strong>             | <strong>4,646,000</strong>    | <strong>1,117,200</strong>    | <strong>1,136,700</strong>    | <strong>1,159,500</strong>    | <strong>1,182,700</strong>    | <strong>1,206,400</strong>    | <strong>1,233,600</strong>    | <strong>1,261,300</strong>    | <strong>1,292,900</strong>    | <strong>1,325,300</strong>    |
| <strong>Capital Expenses</strong>                  |                               |                               |                               |                               |                               |                               |                               |                               |                               |                               |
| Capital Expenses                                   | -                             | -                             | -                             | -                             | -                             | -                             | -                             | -                             | -                             | -                             |
| <strong>Total Capital Expenses</strong>            | <strong>-</strong>            | <strong>-</strong>            | <strong>-</strong>            | <strong>-</strong>            | <strong>-</strong>            | <strong>-</strong>            | <strong>-</strong>            | <strong>-</strong>            | <strong>-</strong>            | <strong>-</strong>            |
| <strong>NET RESULT</strong>                        | <strong>4,661,000</strong>    | <strong>1,756,000</strong>    | <strong>2,035,400</strong>    | <strong>2,194,700</strong>    | <strong>1,925,400</strong>    | <strong>2,027,800</strong>    | <strong>1,988,400</strong>    | <strong>2,090,900</strong>    | <strong>2,201,200</strong>    | <strong>2,157,900</strong>    |

# Croydon Shire Council

## Statement of Financial Position

For the Year Ended

|                                      | BUDGET<br>2024     | BUDGET<br>2025     | BUDGET<br>2026     | FORECAST<br>2027   | FORECAST<br>2028   | FORECAST<br>2029   | FORECAST<br>2030   | FORECAST<br>2031   | FORECAST<br>2032   | FORECAST<br>2033   |
|--------------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| <b>Current Assets</b>                |                    |                    |                    |                    |                    |                    |                    |                    |                    |                    |
| Cash and Equivalents                 | 26,308,769         | 28,143,569         | 30,247,269         | 32,534,469         | 34,563,369         | 36,635,969         | 38,562,369         | 40,804,469         | 43,011,669         | 44,975,969         |
| Trade and Other Receivables          | 194,500            | 200,200            | 205,000            | 209,700            | 214,400            | 219,400            | 224,900            | 230,500            | 236,600            | 242,800            |
| Inventories                          | 140,000            | 143,500            | 146,000            | 148,900            | 151,900            | 154,900            | 158,400            | 162,000            | 166,100            | 170,300            |
| Contract Assets                      | 800,000            | 825,600            | 846,200            | 865,200            | 884,700            | 904,600            | 925,000            | 945,800            | 967,100            | 988,900            |
| Other Assets                         | -                  | -                  | -                  | -                  | -                  | -                  | -                  | -                  | -                  | -                  |
| <b>Total Current Assets</b>          | <b>27,443,269</b>  | <b>29,312,869</b>  | <b>31,444,469</b>  | <b>33,758,269</b>  | <b>35,814,369</b>  | <b>37,914,869</b>  | <b>39,870,669</b>  | <b>42,142,769</b>  | <b>44,381,469</b>  | <b>46,377,969</b>  |
| <b>Non-Current Assets</b>            |                    |                    |                    |                    |                    |                    |                    |                    |                    |                    |
| Intangible Assets                    | -                  | -                  | -                  | -                  | -                  | -                  | -                  | -                  | -                  | -                  |
| Receivables                          | -                  | -                  | -                  | -                  | -                  | -                  | -                  | -                  | -                  | -                  |
| Property, Plant and Equipment        | 126,854,667        | 126,780,125        | 137,406,525        | 137,322,225        | 137,227,225        | 149,010,825        | 149,083,525        | 148,943,425        | 162,004,525        | 162,213,825        |
| <b>Total Non-Current Assets</b>      | <b>126,854,667</b> | <b>126,780,125</b> | <b>137,406,525</b> | <b>137,322,225</b> | <b>137,227,225</b> | <b>149,010,825</b> | <b>149,083,525</b> | <b>148,943,425</b> | <b>162,004,525</b> | <b>162,213,825</b> |
| <b>Total Assets</b>                  | <b>154,297,936</b> | <b>156,092,994</b> | <b>168,850,994</b> | <b>171,080,494</b> | <b>173,041,594</b> | <b>186,925,694</b> | <b>188,954,194</b> | <b>191,086,194</b> | <b>206,385,994</b> | <b>208,591,794</b> |
| <b>Current Liabilities</b>           |                    |                    |                    |                    |                    |                    |                    |                    |                    |                    |
| Payables                             | 950,000            | 973,500            | 990,300            | 1,009,900          | 1,029,900          | 1,050,300          | 1,073,700          | 1,097,600          | 1,124,800          | 1,152,700          |
| Contract Liabilities                 | 1,300,000          | 1,300,000          | 1,300,000          | 1,300,000          | 1,300,000          | 1,300,000          | 1,300,000          | 1,300,000          | 1,300,000          | 1,300,000          |
| Leases                               | -                  | -                  | -                  | -                  | -                  | -                  | -                  | -                  | -                  | -                  |
| Provisions                           | 434,000            | 443,800            | 453,700            | 463,800            | 474,200            | 484,800            | 495,600            | 506,800            | 519,500            | 532,500            |
| Other Liabilities                    | -                  | -                  | -                  | -                  | -                  | -                  | -                  | -                  | -                  | -                  |
| <b>Total Current Liabilities</b>     | <b>2,684,000</b>   | <b>2,717,300</b>   | <b>2,744,000</b>   | <b>2,773,700</b>   | <b>2,804,100</b>   | <b>2,835,100</b>   | <b>2,869,300</b>   | <b>2,904,400</b>   | <b>2,944,300</b>   | <b>2,985,200</b>   |
| <b>Non-Current Liabilities</b>       |                    |                    |                    |                    |                    |                    |                    |                    |                    |                    |
| Leases                               | -                  | -                  | -                  | -                  | -                  | -                  | -                  | -                  | -                  | -                  |
| Provisions                           | 235,000            | 240,600            | 245,300            | 250,400            | 255,700            | 261,000            | 266,900            | 272,900            | 279,700            | 286,700            |
| <b>Total Non-Current Liabilities</b> | <b>235,000</b>     | <b>240,600</b>     | <b>245,300</b>     | <b>250,400</b>     | <b>255,700</b>     | <b>261,000</b>     | <b>266,900</b>     | <b>272,900</b>     | <b>279,700</b>     | <b>286,700</b>     |
| <b>Total Liabilities</b>             | <b>2,919,000</b>   | <b>2,957,900</b>   | <b>2,989,300</b>   | <b>3,024,100</b>   | <b>3,059,800</b>   | <b>3,096,100</b>   | <b>3,136,200</b>   | <b>3,177,300</b>   | <b>3,224,000</b>   | <b>3,271,900</b>   |
| <b>Net Community Assets</b>          | <b>151,378,936</b> | <b>153,135,094</b> | <b>165,861,694</b> | <b>168,056,394</b> | <b>169,981,794</b> | <b>183,829,594</b> | <b>185,817,994</b> | <b>187,908,894</b> | <b>203,161,994</b> | <b>205,319,894</b> |
| <b>Community Equity</b>              |                    |                    |                    |                    |                    |                    |                    |                    |                    |                    |
| Revaluation Surplus                  | 89,045,016         | 89,045,174         | 99,736,374         | 99,736,374         | 99,736,374         | 111,556,374        | 111,556,374        | 111,556,374        | 124,608,274        | 124,608,274        |
| Reserves                             | -                  | -                  | -                  | -                  | -                  | -                  | -                  | -                  | -                  | -                  |
| Retained Surplus                     | 62,333,920         | 64,089,920         | 66,125,320         | 68,320,020         | 70,245,420         | 72,273,220         | 74,261,620         | 76,352,520         | 78,553,720         | 80,711,620         |
| <b>Total Community Equity</b>        | <b>151,378,936</b> | <b>153,135,094</b> | <b>165,861,694</b> | <b>168,056,394</b> | <b>169,981,794</b> | <b>183,829,594</b> | <b>185,817,994</b> | <b>187,908,894</b> | <b>203,161,994</b> | <b>205,319,894</b> |

# Croydon Shire Council

## Statement of Cash Flows

For the Year Ended

|  | BUDGET<br>2024 | BUDGET<br>2025 | BUDGET<br>2026 | FORECAST<br>2027 | FORECAST<br>2028 | FORECAST<br>2029 | FORECAST<br>2030 | FORECAST<br>2031 | FORECAST<br>2032 | FORECAST<br>2033 |
|--|----------------|----------------|----------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| <b>Cash Flows from Operating Activities</b>              |                |                |                |                  |                  |                  |                  |                  |                  |                  |
| Receipts from Customers                                  | 22,809,313     | 7,692,200      | 7,848,900      | 8,016,700        | 8,188,200        | 8,363,300        | 8,559,400        | 8,760,400        | 8,983,900        | 9,213,500        |
| Payments to Suppliers and Employees                      | (27,760,162)   | (11,716,700)   | (11,957,800)   | (12,205,900)     | (12,460,800)     | (12,722,700)     | (13,007,300)     | (13,301,500)     | (13,622,200)     | (13,955,400)     |
|  | (4,950,849)    | (4,024,500)    | (4,108,900)    | (4,189,200)      | (4,272,600)      | (4,359,400)      | (4,447,900)      | (4,541,100)      | (4,638,300)      | (4,741,900)      |
| Interest Received  | 723,000        | 1,153,100      | 1,325,200      | 1,489,300        | 1,118,400        | 1,118,500        | 1,112,600        | 1,108,700        | 1,109,800        | 1,103,900        |
| Rental Income  | 157,500        | 160,700        | 164,000        | 167,300          | 171,500          | 175,800          | 180,200          | 184,700          | 189,300          | 194,100          |
| Operating Grants and Contributions                       | 5,716,000      | 5,943,300      | 6,121,700      | 6,305,300        | 6,463,900        | 6,626,300        | 6,792,900        | 6,963,500        | 7,138,500        | 7,317,900        |
| Borrowing and Other Finance Costs                        | -              | -              | -              | -                | -                | -                | -                | -                | -                | -                |
| <b>Net Cash Flows from Operating Activities</b>          | 1,645,651      | 3,232,600      | 3,502,000      | 3,772,700        | 3,481,200        | 3,561,200        | 3,637,800        | 3,715,800        | 3,799,300        | 3,874,000        |
| <b>Cash Flows from Investing Activities</b>              |                |                |                |                  |                  |                  |                  |                  |                  |                  |
| Payments for Property, Plant and Equipment               | (8,375,000)    | (2,715,000)    | (2,735,000)    | (2,845,000)      | (2,835,000)      | (2,895,000)      | (3,145,000)      | (2,935,000)      | (3,085,000)      | (3,435,000)      |
| Payments for Intangible Assets                           | -              | -              | -              | -                | -                | -                | -                | -                | -                | -                |
| Proceeds from Sale of Property, Plant and Equipment      | 580,000        | 200,000        | 200,000        | 200,000          | 200,000          | 200,000          | 200,000          | 200,000          | 200,000          | 200,000          |
| Capital Grants, Subsidies and Donations                  | 4,646,000      | 1,117,200      | 1,136,700      | 1,159,500        | 1,182,700        | 1,206,400        | 1,233,600        | 1,261,300        | 1,292,900        | 1,325,300        |
| <b>Net Cash Flows from Investing Activities</b>          | (3,149,000)    | (1,397,800)    | (1,398,300)    | (1,485,500)      | (1,452,300)      | (1,488,600)      | (1,711,400)      | (1,473,700)      | (1,592,100)      | (1,909,700)      |
| <b>Cash Flows from Financing Activities</b>              |                |                |                |                  |                  |                  |                  |                  |                  |                  |
| Proceeds from Borrowings                                 | -              | -              | -              | -                | -                | -                | -                | -                | -                | -                |
| Repayment of Borrowings                                  | -              | -              | -              | -                | -                | -                | -                | -                | -                | -                |
| <b>Net Cash Flows from Financing Activities</b>          | -              | -              | -              | -                | -                | -                | -                | -                | -                | -                |
| <b>Net Increase in Cash and Equivalents Held</b>         | (1,503,349)    | 1,834,800      | 2,103,700      | 2,287,200        | 2,028,900        | 2,072,600        | 1,926,400        | 2,242,100        | 2,207,200        | 1,964,300        |
| <b>Cash and Equivalents at Beginning of Year</b>         | 27,812,118     | 26,308,769     | 28,143,569     | 30,247,269       | 32,534,469       | 34,563,369       | 36,635,969       | 38,562,369       | 40,804,469       | 43,011,669       |
| <b>Cash and Equivalents at End of the Financial Year</b> | 26,308,769     | 28,143,569     | 30,247,269     | 32,534,469       | 34,563,369       | 36,635,969       | 38,562,369       | 40,804,469       | 43,011,669       | 44,975,969       |

**Croydon Shire Council**  
**Budgeted Statement of Changes in Equity**

|   | Revaluation<br>Surplus<br>\$ | Reserves<br>\$ | Retained<br>Surplus<br>\$ | TOTAL<br>\$        |
|---|------------------------------|----------------|---------------------------|--------------------|
| <b><i>Estimated Opening Balance as at 1 July 2023</i></b> | <b>89,045,016</b>            | -              | <b>57,672,920</b>         | <b>146,717,936</b> |
| Net Result  | -                            | -              | 4,661,000                 | 4,661,000          |
| Transfers to / from Reserves                              | -                            | -              | -                         | -                  |
| Increase / (Decrease) in Revaluation Surplus              | -                            | -              | -                         | -                  |
| <b>Total Comprehensive Income for the Year</b>            | <b>-</b>                     | <b>-</b>       | <b>4,661,000</b>          | <b>4,661,000</b>   |
| <b>Balance as at 30 June 2024</b>                         | <b>89,045,016</b>            | <b>-</b>       | <b>62,333,920</b>         | <b>151,378,936</b> |
| Net Result  | -                            | -              | 1,756,000                 | 1,756,000          |
| Increase / (Decrease) in Revaluation Surplus              | 158                          | -              | -                         | 158                |
| <b>Total Comprehensive Income for the Year</b>            | <b>158</b>                   | <b>-</b>       | <b>1,756,000</b>          | <b>1,756,158</b>   |
| <b>Balance as at 30 June 2025</b>                         | <b>89,045,174</b>            | <b>-</b>       | <b>64,089,920</b>         | <b>153,135,094</b> |
| Net Result  | -                            | -              | 2,035,400                 | 2,035,400          |
| Increase / (Decrease) in Revaluation Surplus              | 10,691,200                   | -              | -                         | 10,691,200         |
| <b>Total Comprehensive Income for the Year</b>            | <b>10,691,200</b>            | <b>-</b>       | <b>2,035,400</b>          | <b>12,726,600</b>  |
| <b>Balance as at 30 June 2026</b>                         | <b>99,736,374</b>            | <b>-</b>       | <b>66,125,320</b>         | <b>165,861,694</b> |

## Croydon Shire Council Financial Sustainability Ratios

|  | Target  | 2024    | 2025     | 2026     | 2027     | 2028     | 2029     | 2030     | 2031     | 2032     | 2033     |
|--|---------|---------|----------|----------|----------|----------|----------|----------|----------|----------|----------|
| <b>Working Capital Ratios</b><br><i>current assets / current liabilities</i>                               | > 1.1   | 10.22   | 10.79    | 11.46    | 12.17    | 12.77    | 13.37    | 13.90    | 14.51    | 15.07    | 15.54    |
| <b>Operating Surplus</b><br><i>operating result / total op. revenues</i>                                   | 0 - 15% | 0.05%   | 4.26%    | 5.80%    | 6.47%    | 4.65%    | 5.04%    | 4.53%    | 4.87%    | 5.21%    | 4.66%    |
| <b>Net Financial Liabilities</b><br><i>(total liabilities - current assets) / total operating revenues</i> | < 60%   | -88.97% | -175.96% | -183.78% | -192.09% | -205.18% | -213.53% | -220.38% | -228.66% | -235.91% | -241.43% |
| <b>Asset Sustainability</b><br><i>asset renewals / depreciation expense</i>                                | > 90%   | 114.05% | 94.42%   | 96.07%   | 103.03%  | 99.04%   | 100.03%  | 102.18%  | 99.89%   | 100.87%  | 100.78%  |

