



Croydon Shire Council

# ANNUAL REPORT 2024-2025



Croydon Shire Council  
63 Samwell Street  
Croydon QLD 4871

Ph: (07) 4748 7100  
Email: [admin@croydon.qld.gov.au](mailto:admin@croydon.qld.gov.au)  
Web: [www.croydon.qld.gov.au](http://www.croydon.qld.gov.au)

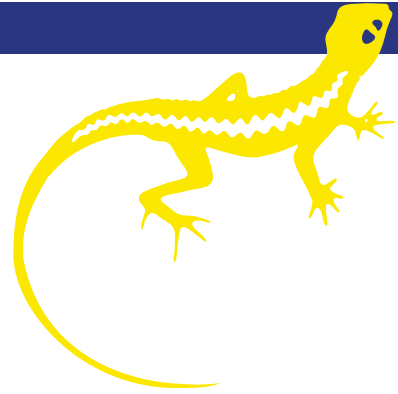


An aerial photograph of a small town. In the foreground, a large, two-story building with a white roof and solar panels is visible. The roof has "HOTEL" and "CLUB HOTEL" written on it. The building has multiple windows and a sign that says "CLUB HOTEL". A white car is parked in front of it. To the right of the hotel is a large, open area with a dirt road and some trees. In the background, there are rolling hills and a large body of water under a cloudy sky.

**"Our town is small, but our  
community spirit is big. When we  
work together, we can achieve  
anything."**

*- Mayor Trevor Pickering*

# Contents



Message from the Mayor	3
Message from the CEO	4
Summary	5
Performance Assessment	6
Business Services	8
Tourism and Marketing	10
Community Services	16
Works Department	20
Finance	24
Councillor Conduct	26
Administrative Action Complaints	27
Public Interest Disclosure Act	28
Councillor Remuneration and Facilities Provided	28
Councillor Attendance at Council Meetings	30
Remuneration of Employees in Senior Management	31
Internal Audit	31
Competitive Neutrality Complaints and Decisions	32
Identifying Beneficial Enterprises and Significant Business Activities	32
Community Financial Report	34
Background	35
Corporate Financial Statements	36
Statement of Financial Position	39
Capital Works Project	43
Special Expenditure	44
Special Rates and Charges	45
Summary of Rate Rebates and Concessions	45
Invitations to Tenderers to Change Tenders	46
Registers	46
Particular Resolutions	47
Other Issues Relevant to Making an Informed Decision	47
Financial Statements	48





# MESSAGE FROM THE MAYOR

*I am proud to present Croydon Shire Council's 2024–2025 Annual Report. This report highlights our key achievements over the past year and provides a transparent account of the work we've undertaken on behalf of our community.*

## **Financial Challenges and Resilience**

*Like many households and organisations, Council has faced ongoing financial pressures this year, particularly with rising costs of fuel, materials, and essential services. Despite these challenges, we have maintained financial stability and achieved a budget surplus.*

*This outcome reflects our continued commitment to sound financial management – making careful, considered decisions while ensuring the ongoing delivery of vital community services.*

*While costs have increased, we've worked hard to limit the impact on ratepayers. The 4% rate rise this year remains well below the state average of 9–14%, demonstrating our focus on affordability and sustainability. We also continue to actively pursue funding opportunities to support infrastructure maintenance, renewal, and upgrades across the Shire.*

*Transparency and accountability remain at the heart of everything we do. This report offers a full overview of our financial performance, achievements, and challenges throughout the year – ensuring our community remains well informed about the decisions that shape daily life in Croydon.*

## **Advocacy**

*Advocating for our community has remained a key focus throughout the year. Together with the ROC Mayors, I have met with Ministers and Senators in both the Queensland and Australian Parliaments to advance priority projects, including:*

- Installation of a Doppler Radar,
- Upgrades to the Samwell/Sircom Street intersection, and
- Improvements to the Gilbert River Bridge

*These projects remain high on our agenda, and we will continue to push strongly for the funding and support needed to see them realised.*

## **Acknowledgement and Thanks**

*I would like to extend my sincere thanks to our Councillors, Chief Executive Officer, and all Council staff for their hard work and dedication throughout the year. To our community – thank you for your continued support, collaboration, and resilience.*

*Together, we are building a strong and sustainable future for Incredible Croydon, and I look forward to what we will achieve in the year ahead.*

**CR TREVOR PICKERING**  
MAYOR CROYDON SHIRE COUNCIL





# MESSAGE FROM THE CEO

*I am pleased to present the Croydon Shire Council Annual Report for 2024–25. This year has been one of consolidation and progress, marked by structural improvements within the organisation and the establishment of key roles to support the timely delivery of essential works and services. Workplace Health and Safety has remained a priority, highlighted by a major training programme to upskill our workforce and ensure everyone returns home safely.*

## **Strengthening Foundations**

*Council has continued to strengthen its core operations through updated policies, strategic planning, and a commitment to staff safety via comprehensive Workplace Health and Safety initiatives. Local Laws have been reviewed to ensure compliance, while ongoing improvements in information technology security are safeguarding our systems.*

*Tourism promotion remains a priority, with the continuation of our marketing strategy and the success of the Visit Croydon QLD Facebook page. A particularly memorable highlight of the past year was the long-awaited opening of the historic Chinese Temple site, which celebrated the preservation of an important cultural landmark and reaffirmed our community's rich heritage and inclusivity.*

*Operationally, Council has delivered extensive road maintenance and renewal programmes, ensuring safer and more reliable access across the Shire. Upgrades to water infrastructure have strengthened the reliability and quality of essential services, while investment in community facilities and new housing supports both population growth and economic activity.*

## **Building Opportunities**

*We have actively pursued funding opportunities, lodging successful grant applications to advance projects such as the mountain bike trail and precinct planning. These efforts are helping ensure we are prepared with shovel-ready projects to meet community and regional needs into the future.*

## **Acknowledging Partnerships**

*I extend my sincere gratitude to all who have contributed to our achievements — our Councillors, dedicated staff, business and industry partners, and colleagues across State and Federal Government. Most importantly, I thank the Croydon community for your support and resilience. Council has upheld strong financial performance and delivered essential projects despite continued economic pressures.*

## **Looking Ahead**

*The achievements of the past year provide a strong foundation for continued growth and opportunity. Council remains committed to working with our community to ensure Croydon continues to thrive as a place to live, work, and invest.*

**JACQUI CRESSWELL**  
CHIEF EXECUTIVE OFFICER



# SUMMARY ANNUAL REPORT 2024–25

## SHOWCASING OUR FINANCIAL PERFORMANCE AND GOVERNANCE PRACTICES

The 2024–25 year has been one of consolidation and progress for Croydon Shire Council, with key structural improvements, strengthened operations, and investments in essential services. Major achievements include extensive road renewals, water infrastructure upgrades, new housing construction, and the continued success of Council's tourism promotion initiatives.

A standout highlight was the long-awaited opening of the historic Chinese Temple site — a milestone that celebrates cultural heritage, strengthens community identity, and positions Croydon as a destination of pride and inclusivity. Supported by successful grant applications and strategic planning, Council has laid strong foundations for future projects and opportunities.

Looking ahead, Council remains focused on sustaining this positive momentum, ensuring Croydon continues to thrive as a place to live, work, and invest.





# PERFORMANCE ASSESSMENT

## IMPLEMENTING CORPORATE AND OPERATIONAL PLANS

In accordance with section 104(5)(a)(i) of the Local Government Act 2009, Council adopted its current Corporate Plan in June 2022. The Croydon Shire Council Corporate Plan 2022–2027 is the key document driving implementation of Council’s Community Plan and directs Council’s annual budgets and operational plans.

The Corporate Plan is structured under four themes and provides the strategic direction for Council’s business focus, corresponding with the key themes in the Community Plan. Each theme contains an outcome statement and includes strategies, implementation actions and indicators of performance.



Key services and projects delivered during the reporting period were established in the 2024–25 Operational Plan. Reviews of Capital and Operational Budgets are reported to Council quarterly to enable Council to review and assess the progress of implementation of the Operational Plan.





## **BUSINESS SERVICES**

**STEPHEN FROST**

MANAGER BUSINESS SERVICES

Business Services is a dedicated team within the Council, consisting of four staff members, including one who successfully completed their traineeship in Administration. The team plays a vital role in various Council functions and is supported by 3rd party contractor arrangements to deliver required services across Council, including governance, policy, records management, human resources, training, IT, website management, reception, QGAP, Council meetings, facilities management, and staff housing.

### **Records Management**

Continues to be improved with more staff trained and upskilled, continual digitisation of old records and addition to the cloud-based EDRMS, processing changes required under the Public Records Act 2023.

### **Local Laws**

Continual training and upskilling of key personnel and Local Laws officers. Public education campaigns undertaken to improve community compliance and knowledge.

### **Employee Assistance Programme**

Launched in August 2023, providing free access to support for staff and their households.

### **Staff Training and Development**

Continued delivery across all areas of Council to enhance workforce skills and knowledge, training offered to community and businesses.

### **IT Improvements:**

Continued enhancements in IT functions, including cybersecurity training and participation in government cybersecurity programmes. Approved upgrades to connectivity speeds and cloud-based functions, including Microsoft Azure, a flexible-cloud-based computing system, implemented in September/October 2024.







## CCTV Installation

The second phase of Council's CCTV programme was rolled out across additional sites with one camera awaiting installation (on Ergon infrastructure) to finalise the programme.

## Employment Initiatives

Engaged in funding initiatives including First Start and wage claim incentives for apprentices and trainees, with a total of two trainees and one apprentice as at 30 June 2025.

## Statutory Reporting

Met all key statutory reporting deadlines, including Council Agendas/Minutes, website updates, Right to Information, and Disaster Management.



## CONCLUSION

The Business Services team continued to make significant strides in improving operations, enhancing staff capabilities, and maintaining compliance with statutory obligations, all while fostering a supportive work environment. The focus for the upcoming year will be the integration of Business Services with Finance Services under the corporate restructure that commenced in July 2025. This will include sourcing and implementing a new Enterprise System.







## TOURISM & MARKETING

**SONYA FROST**

MANAGER TOURISM AND MARKETING

The Tourism and Marketing Department experienced several key staff changes during the year. Following the resignation of the previous Tourism & Marketing Manager, Tourism Officer Sonya Frost was promoted to the role of Manager. This transition created an opportunity to welcome a new team member as Tourism Officer in February 2025. A highlight of the year was the 2025 Heritage Festival, celebrating the re-opening of the Chinese Temple with the attendance of the Chinese Consul General, Dr. Ruan.

### Marketing & Promotion

This year we increased our investment in marketing to strengthen Croydon's profile as a tourism destination and showcase the unique experiences our town has to offer. With many visitor guides and maps now transitioning online, we expanded our presence through digital publications and targeted advertising to ensure Croydon remains visible and accessible to travellers. This consistent exposure is building stronger recognition for the town and supporting tourism growth. Our social media platforms have also continued to flourish, with record levels of engagement and interaction reflecting the growing interest in Croydon.







## Visitor Information Centre

This year, several enhancements were made to the Visitor Information Centre to improve the visitor experience and promote Croydon's attractions. A television display was installed to showcase the town's history from past to present, providing an engaging introduction for visitors. The brochure layout was redesigned to highlight key regional offerings, including promotion of The Savannah Way, making information more accessible and visually appealing. Additionally, new hanging pots on the veranda have created a more welcoming environment and added vibrant colour.

These improvements have contributed to a more engaging and informative visitor experience, supporting Croydon's ongoing efforts to increase tourism and encourage longer, more meaningful stays in the town.







## New Tours

This year, Tourism and Marketing Manager Sonya Frost became a certified Savannah Guide, expanding the range of experiences available to visitors.

A new free walking tour has been introduced on Tuesday mornings, offering tourist an engaging heritage experience and an opportunity to explore Croydon on foot.

Additionally, a collaborative tour has been developed in conjunction with the Gulflander, where visitors travel on the historic train to Golden Gate Station before continuing by bus on a guided tour around Croydon, stopping at key locations and enjoying a morning tea at Lake Belmore.

These new tours have significantly enhanced Croydon’s tourism offerings, providing both locals and visitors with memorable heritage experiences and contributing to increased visitor engagement and satisfaction.

## Racecourse Rest

The site formerly known as Freedom Camp has been renamed Racecourse Rest to better reflect the historical significance of the location. The new name acknowledges the site’s connection to the Croydon Racecourse, which operated in the early 1900s. This change has also helped clarify the purpose of the site for visitors, ensuring that it is understood as a dedicated location rather than implying free entry, which has positively supported donations.

## RV Friendly Town

This year, our town proudly became an official RV-friendly destination, offering enhanced facilities such as dedicated parking areas, waste disposal stations, and access to power and water. Boosting our tourism appeal and contributing to the local economy.







## Heritage Bike Trail

Following the successful receipt of a \$200,000 grant, work has commenced to transform Croydon's existing fire trails into a dedicated bike trail. The project will feature wayfinding and interactive signage, and E-bike charging station, a bicycle maintenance station, bike racks, seating, and shelters.

This new trail will provide visitors with a safe and accessible way to explore Croydon by bike, supporting active tourism and offering an enhanced experience for cycling enthusiasts. By filling a gap in visitor infrastructure, the trail positions Croydon as a cycling-friendly destination and encourages longer stays, increased engagement, and greater enjoyment of the town's natural and cultural attractions.

## Cairns Expo

For the first time, Croydon Council participated in the Cairns Home & Leisure Expo with a dedicated tourism stand showcasing the town's unique attractions and experiences. In collaboration with Etheridge Council, a prize pack encouraged visitor engagement, helping gather valuable contacts for future outreach.

The stand generated strong interest, raising Croydon's profile, strengthening regional tourism networks, and proving to be an effective platform for promoting the town and attracting new visitors.

## Chronicle Cemetery Software

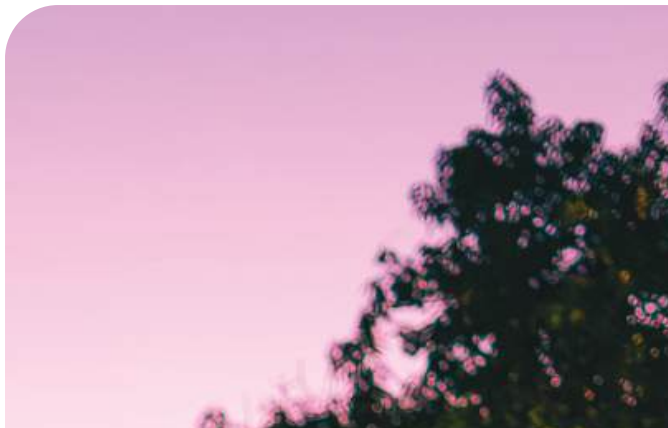
Croydon Council has engaged Chronicle to digitise the mapping of the local cemeteries, making records accessible through dedicated software. This initiative allows residents and families to search for the resting places of loved ones from anywhere, providing a convenient and respectful way to connect with the town's heritage.

The implementation of this software not only improves accessibility but also supports the long-term management and preservation of cemetery records, ensuring that Croydon's historical and community assets are maintained for future generations.

## Mini Golf Plan

As part of our ongoing efforts to enhance local tourism, we received a grant in the previous financial year to develop a new mini golf course. While still in the planning phase, the design for the course is taking shape, with exciting features, including a unique "Bowerbird and nest"-themed entrance that will add a distinctive touch to the experience. The plans are currently being finalised, and we look forward to applying for grants in the future to offer an engaging new attraction for both locals and visitors.









## Chinese Temple Project

The completion of the six-year restoration project at the Chinese Temple is a major achievement for our community, marking both a cultural and historical milestone. In addition to the grand reopening, several exciting new features have been introduced. The entrance now boasts two majestic Foo Dogs, symbolising protection and prosperity, while a beautifully crafted gold-painted urn, designed and made in China specifically for Croydon, enhances the temple's grandeur.

Visitors will also experience the newly installed interactive signage and a captivating sound trail, which features recordings from local residents and descendants of the Chinese ancestors from Croydon. These additions offer an immersive and engaging way for visitors to connect with the temple's rich history and cultural significance, creating a truly unique and educational experience.

## 2025 Heritage Festival

The 2025 Heritage Festival was a landmark event for Croydon, centred on the re-opening of the newly designed Chinese Temple. The festival attracted visitors from across the region, including families with Chinese heritage who had historical ties to the area, contributing personal stories and connections that enriched the occasion.

The event was made especially memorable with the attendance of the Chinese Consul General, Dr. Ruan, and representatives from the Cairns & District Chinese Association (CADCAI). Traditional cultural performances, including dragon and lion dances and Chinese dancers, provided entertainment for both visitors and local residents. The re-opening of the Chinese Temple marked a significant moment in Croydon's history and will be remembered as a highlight of the town's culture and heritage.

## CONCLUSION

The past year has been a defining period for Croydon's tourism and marketing, marked by growth, collaboration, and achievement. From major heritage milestones to increased visibility and infrastructure improvements, each initiative has strengthened Croydon's position as a welcoming destination. We remain committed to building on this momentum and showcasing the heritage, culture, and natural beauty that make Croydon unique.





# COMMUNITY SERVICES

Croydon Library continues to be a vibrant hub in the Rural Libraries Queensland network, offering programs such as First 5 Forever, after-school activities, and creative workshops. Despite staffing changes, it remained a welcoming and reliable space for the community.

The Croydon Child Care Centre also saw a year of growth and renewal, with facility upgrades, new staff, steady enrolments, and full compliance maintained—reflecting the team’s strong commitment to quality care and learning.

## Library

As a member of the Rural Libraries Queensland network and supported by the State Library of Queensland, Croydon Library remains a cornerstone of local life. Operating Monday to Friday between 8:30 am and 4:00 pm, it offers a friendly and accessible space where both community members and visitors can gather, explore, and make use of a wide range of resources and services.

The Library and Community Services staff are dedicated to fostering connection and learning. A broad mix of activities is offered, including creative workshops, after-school activities, the First 5 Forever programme, and much more. The library also contributes to other key events throughout the year, joining in events such as NAIDOC Week, Book Week, and Australia’s Biggest Morning Tea, to name a few.

In addition to its regular activities, the library is committed to providing a welcoming environment where people of all ages can access the

tools and services they require. From free Wi-Fi and technology support to printing facilities and a dedicated play area for children, the library offers resources not otherwise available locally.

## Staffing Update

During this reporting period, several staff changes affected the delivery of library and community services due to Long Service and parental leave. To ensure continuity, casual staff and relief staff were engaged to provide coverage; however, these changes occasionally resulted in reduced library opening hours. Despite these adjustments, the team worked together to maintain services and support community needs as effectively as possible.





## Child Care Centre

The past year has been one of significant change and growth for the Child Care Centre, with several important developments in staffing, facilities, and enrolments.

In December 2024, the playground fort was removed as part of ongoing maintenance and improvements to outdoor play spaces. Further upgrades to the centre's security and accessibility were also made, with the installation of a doorbell in June 2025 and T-locks fitted to the entry at the end of that month. The sand-pit was refreshed, ensuring safe and engaging play opportunities for children.

Staffing saw considerable transition during the reporting period. An on-call Early Childhood Teacher commenced in February 2025, bringing additional expertise to the team. In April, the Director resigned from her permanent position, with Acting Director duties formally taken up in April 2025. To support operations, two full-time staff were contracted through from May for three months.

Professional development was another focus, including offering career pathways for youth via traineeship.

Regulatory compliance was a key priority throughout the year. The Department undertook a monitoring visit in May 2025 and confirmed that the Centre met all relevant laws and legislative requirements.

Importantly, enrolments grew steadily, reflecting the community's confidence in the Centre. Numbers increased from four long day care children to ten, alongside six children enrolled in after-school care.

Overall, this period has demonstrated the Centre's resilience and commitment to quality early childhood education and care, despite significant staffing transitions.







## Community Grants

Council supports Croydon's local not-for-profit groups by offering community grants of up to \$4,000 for projects, events, and other initiatives. Council also offers in-kind grants under \$500 all year round.

***Council is pleased to support local groups and organisations that meet criteria for the Croydon Shire Council Community Grants Program. 2024-25 successful applications were:***

Croydon Rodeo Campdraft Association – Youth Pony Camp \$4,000

Tagalaka Aboriginal Corporation – NAIDOC Week – In-kind support for use of various locations

Croydon Rural Fire Brigade – Melbourne Cup Dance \$4,000

Tagalaka Aboriginal Corporation – Neuroblastoma Raising Awareness event \$4,000

Croydon State School P&C Association – School P&C supplies \$4,000

Croydon Heritage Preservation Association – Movie projector \$4,000

Croydon Men's Shed – Purchase of tools \$3,928

FNQ Wildlife – Food for ongoing joey care \$3,824

## Gym Open

Significant progress was made this year in preparing the community gym for opening. A combination of generous donations and newly purchased equipment was delivered and installed, transforming the space into a fully equipped facility by June 2025. With everything in place, the gym is now set to open its doors in July 2025, providing the community with a long-awaited space to support health, fitness, and wellbeing.

## Just a Farmer

Croydon hosted a free community screening of Just a Farmer at the Doris Casey Hall, followed by a Q&A with its creator, Leila Mc Dougall. This film provided a powerful, heart-felt exploration of grief, mental health, and resilience in rural life – topics that deeply resonate with our community.

The event offered more than just a viewing; it served as a gathering point for local residents to come together, reflect, and openly discuss mental wellbeing in a supportive, safe space.





## International Women's Day 2025

Croydon celebrated International Women's Day with a community event highlighting mentorship and support for women. Guest speaker Mandy Pickering shared her experiences, inspiring attendees to seek guidance and offer support within their networks. The event provided a welcoming space to connect, share stories, and celebrate achievements, reinforcing Croydon's commitment to women's leadership and growth.

## Seniors Week 2025

As part of Queensland Seniors Week 2025, Croydon Shire Council organised a two-day getaway for residents aged 50 and over, offering the chance to explore the region's natural beauty and cultural heritage. The "Discover Talaroo & Undara" trip included visits to Talaroo Hot Springs and Undara Lava Tubes, with local guides sharing insights into the area's significance. Participants also enjoyed local dining experiences and a traditional bush breakfast, fostering community engagement and well-being.

## RADF Support

The Regional Arts Development Fund (RADF) continues to be an invaluable resource for Croydon, enabling the Council to actively promote arts and culture within the community. Through RADF support, we have been able to invite talented artists and cultural practitioners to Croydon, providing opportunities for workshops, performances, and creative engagement. These initiatives not only entertain and inspire residents but also strengthen the local arts sector, foster community participation, and enrich Croydon's cultural life.

## Splash Park

The Croydon Splash Park, opened in September 2024, has become a valued community asset, offering a safe and engaging recreational space for residents and visitors. The park features a variety of water play elements that operate daily and promotes outdoor activity and social interaction. Its central location makes it easily accessible, encouraging regular use and fostering community pride. Looking ahead, Croydon Shire Council remains committed to enhancing the park's facilities to ensure it continues as a vibrant hub for recreation.

## Croydon Swimming Pool

The Croydon Swimming Pool remains a popular community facility, providing residents and visitors with a safe and welcoming space for recreation and exercise. Although the toddler pool has been temporarily closed for maintenance, the main pool continues to operate during scheduled hours, ensuring the community can enjoy swimming, fitness activities, and social gatherings. Plans are in place to repair and reopen the toddler pool in the coming months, restoring a fully family-friendly experience.

## CONCLUSION

As we reflect on the achievements of the past year, we also look ahead with optimism. The continued development of our facilities, programs, and partnerships will ensure that Croydon remains a supportive and vibrant community where people of all ages can thrive. The coming year promises further opportunities to build on this momentum and continue delivering positive outcomes for all.





# WORKS DEPARTMENT

## Overview

The Works Department is responsible for delivering a wide range of essential services and infrastructure across the Shire, including:

- **Roads:** Transport and Main Roads (TMR) maintenance and flood damage, Shire road maintenance, flood damage recovery, and upgrades.
- **Town Infrastructure:** Water supply, parks and gardens, waste management, aero-drome operations, heritage and council building maintenance, and cleaning services.

Each year, the Works Department undertakes repairs, maintenance, and upgrades across these areas, working collaboratively within council and with external partners. This integrated approach ensures the best outcomes for the Croydon Shire community, local businesses, rural properties, and visitors.

During the 2024–25 financial year, the department successfully completed a range of programs and projects designed to maintain service standards, support community growth, enhance tourism, and strengthen sustainability.







## Maintenance and Flood Damage

Council continues to deliver road maintenance on behalf of TMR, with responsibilities including:

- Normanton to Croydon Road (chainage 47.3–147.3km).
- Croydon to Georgetown Road (chainage 0.0–118km at Somerset Creek).

*Council successfully fulfilled these obligations during the year.*

Flood damage works are an ongoing priority, with four road crews deployed during the year. Each crew comprises council staff and contractors, collectively completing \$15–20 million in flood recovery works.

Periodic maintenance is also carried out in alignment with Disaster Recovery Funding Arrangements (DRFA) to ensure cost-effectiveness, with selected projects allocated through the capital works program.

## Upgrades and Improvements

Council remains committed to increasing sealed road coverage and improving accessibility across the Shire. Major works delivered in 2024–25 included:

- **Croydon to Richmond Road** – Widening and sealing from chainage 158.9 to 162.9km,
- **Edith/Elizabeth Streets** – Widening and sealing .







## Town Infrastructure

Council continues to deliver road maintenance:

1. Completion of landscaping and final works at the Chinese Temple site, in preparation for its grand opening in June 2025.
2. Commissioning and opening of the Croydon Splash Park in time for the September school holidays, with landscaping works scheduled for 2025–26.
3. Landscaping improvements at the Admin Registration Building and Caravan Park (Elizabeth Street frontage), bark removal at the Heritage Park, and extensive clearing at the aero drome.

## Fleet

Council's fleet renewal and technology upgrades have enhanced efficiency and safety, with highlights including:

1. Completion of the light vehicle replacement program, with the final HiLux utes retired.
2. Installation of Starlink units in fleet vehicles, replacing outdated Thuraya satellite phones.
3. Rollout of Geotab tracking systems across plant and equipment, enabling improved monitoring of fuel consumption, usage, and staff safety.

## Conclusion

The Works Department has delivered a productive and successful year, maintaining essential infrastructure, responding to natural disaster impacts, and delivering significant upgrades across both roads and town facilities. These efforts strengthen the Shire's resilience, enhance liveability, and support long-term growth for the Croydon community.





**“We’re delivering real results  
across Croydon, from better  
roads to new facilities that  
make our town stronger and  
more welcoming.”**

*-CEO, Jacqui Cresswell*





# FINANCE DEPARTMENT

**DHARMENDRA NAIDU**  
MANAGER FINANCE SERVICES

**It has been another busy financial year for the Finance team administering the \$30.11 million in government grants over 28 grant programmes, as well as managing the day-to-day finance tasks (payroll, rates, debtors, creditors, and statutory reporting).**

Overall, Council is in a very strong financial position with no external debt and holding enough cash reserves to withstand any short-term economic shocks. In the longer term, Council is well placed to maintain and improve our infrastructure as well as continue to provide services to our community.

During 2024–25, Council has achieved an operating surplus (\$2.19 million), highlighting our continued financial sustainability.

The Finance team consists of four staff and has successfully delivered finance services for the year with support from 3rd party contractors.

Given the very small size of the department and the challenging nature and quantity of

work involved, their achievement is worth commendation.

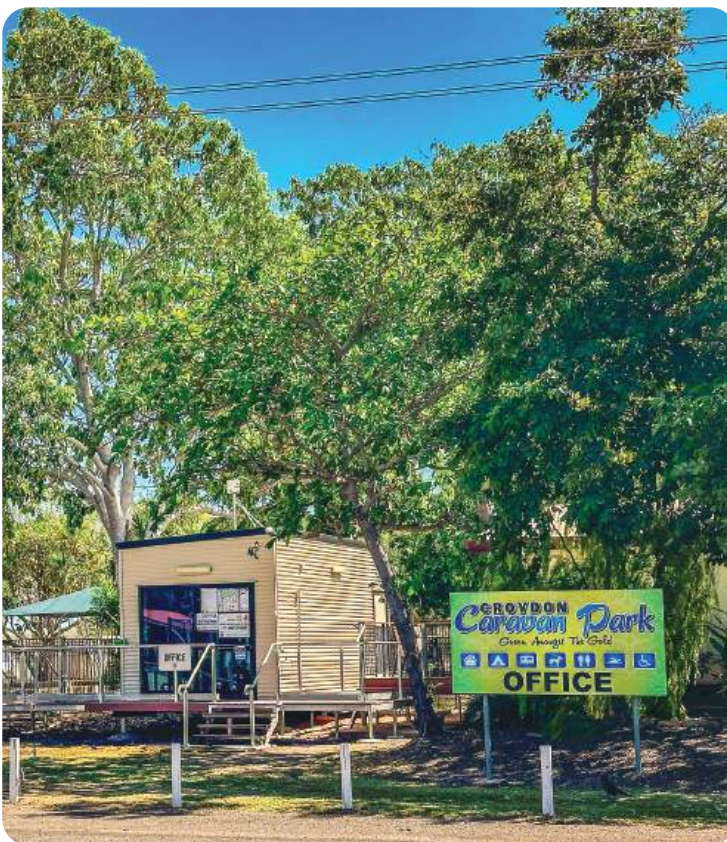
Council has achieved an unqualified audit report for our 2024–25 financial statements. This is a testament to both the staff, who have performed above and beyond, and the effective systems and processes Council has implemented.

Over the last year, through asset replacements, our buildings and infrastructure assets have increased in value by \$9.35 million (6.79%), which underscores Council's commitment to improving services to the community and ensuring we are able to continue to provide into the future.



# TRANSPARENCY IN FINANCE

BUILDS TRUST AND DRIVES COMMUNITY GROWTH



Strong finances,  
stronger community.

The caravan park has again performed very well during the last year raising \$0.45 million in revenues. This is a small decline from the prior year most likely as a result from the significant rise in inflation and interest rates which have impacted the tourism market over the past year. Despite the fall in revenue, the park continues to generate a small profit.

The operation of the facility generates significant benefits for the community, both as a profitable enterprise and through allowing and encouraging more visitors and workers to stay and spend money with local businesses

The caravan park saw Council embark on a number of capital improvements both including room upgrades, WIFI expansion to most of the park and beautification of the grounds.

## Conclusion

The focus for the upcoming year will be the integration of Finance Services with Business Services under the corporate restructure that commenced in July 2025. This will include sourcing and implementing a new Enterprise System, upskilling and training of key staff with an overall improvement in Councils financial functions.



# COUNCILLOR CONDUCT

*Local Government Regulation 2012 Section 186...*

*The Annual Report for a financial year must contain particulars of:*

Item	Result
Orders made under section 150I(2) of the Act	0
Orders made under section 150IA(2)(b) of the Act	0
Orders made under section 150AH(1) of the Act	0
Orders made under section 150AR(1) of the Act	0
Orders made under section 150AH(1) of the Act	0
The name of each councillor for whom a decision, order or recommendation under section 150I(2), 150AH(1) or 150AR(1) of the Act was made.	0
A description of the unsuitable meeting conduct, inappropriate conduct or misconduct engaged in by each of the councillors.	0
A summary of the decision, order or recommendation made for each councillor.	0
Complaints referred to the assessor under section 150P(2)(a) of the Act by the local government, a councillor of the local government or the chief executive officer.	1
Matters mentioned in section 150P(3) of the Act, notified to the Crime and Corruption Commission.	1
Notices given under section 150R(2) of the Act.	0
Notices given under section 150S(2)(a) of the Act.	0
Total number of referral notices given to the local government under section 150AC(1) of the Act.	1
Number of decisions made by the local government under section 150AG(1) of the Act	0
Number of matters not decided by end of the financial years under section 150AG(1) of the Act.	0
Average time taken by the Local government in making a decision under section 150AG(1) of the Act	0
Referral notices accompanied by a recommendation mentioned in section 150AC(3)(a) of the Act.	0
Occasions information was given under section 150AF(3)(a) of the Act.	0
Occasions the local government asked another entity to investigate, under chapter 5A, part 3, division 5 of the Act for the local government, the suspected inappropriate conduct of a councillor.	0
Applications heard by the conduct tribunal under chapter 5A, part 3, division 6 of the Act about whether a councillor engaged in misconduct or a conduct breach.	0



# ADMINISTRATIVE ACTION COMPLAINTS

*Local Government Regulation 2012 s.187 (1) & (2): The annual report for a financial year must contain particulars of - ...*

Item	Result
<b>Section 187 (1)</b>	
(1) (a) a statement about the local government's commitment to dealing fairly with administrative complaint	Croydon Shire Council is committed to the principles of natural justice and fairness in all administrative complaint dealings. All complaints are processed in accordance with the provisions of Council's adopted Complaints Management Policy.
(b) a statement about how the local government has implemented its complaints management process, including an assessment of the local government's performance in resolving complaints under the process.	<p>Council's Complaints Management Policy establishes the process for resolving complaints about the administrative actions of Council in accordance with section 268 of the <i>Local Government Act 2009</i> and section 306 of the <i>Local Government Act 2012</i>.</p> <p>The complaints management process is established to:</p> <ul style="list-style-type: none"> <li>~ make it easier for people to make a complaint</li> <li>~ make it easier for Council to deal with complaints</li> <li>~ help Council improve its services</li> <li>~ give the community confidence in Council</li> </ul>
<b>Section 187 (1)</b>	
(2) (a) (i) the number of administrative action complaints made to the local government.	2
(2) (a) (ii) the number of administrative action complaints resolved by the local government under the complaints management process	2
(2) (a) (iii) the number of administrative action complaints not resolved by the local government under the complaints management process	0



# PUBLIC INTEREST DISCLOSURE ACT

Item	Result
Public Interest Disclosure Act 2010 - Section 61	
Section 61(3) statistical information for the period 1/7/22 to 30/6/23 about: (a) number of disclosures received or referred	0
(b) number of disclosures substantially verified  (verified means prosecution or disciplinary action taken or recommended)	0

# COUNCILLOR REMUNERATION AND FACILITIES PROVIDED CLOSURE ACT

## Councillor Remuneration and Superannuation Payments

The following table shows the total Councillor Remuneration and superannuation payments for the 12-month period from 1 July 2024 to 30 June 2025.

Councillor	Total Remuneration Payment in \$	Superannuation Contribution in \$	Total in \$
Cr TJ Pickering	\$119,393.04	0	\$119,393.04
Cr J Evans	\$68,880.00	0	\$68,880.00
Cr W Bing Chew	\$59,695.08	0	\$59,695.08
Cr LH Pickering	\$61,289.53	0	\$61,289.53
Cr AL Pickering	\$59,695.08	0	\$59,695.08
Total	\$368,952.73	0	\$368,952.73

## Facilities provided to Councillors under the Councillors Reimbursement of Expenses and Provision of Facilities and Support Policy

The following table shows the Councillor Provisions of facilities and support for the 12-month period from 1 July 2024 to 30 June 2025.

Councillor	Ipad	Uniforms	Business Cards	Phones	Corporate Credit Card	Secretarial Assistance
Cr TJ Pickering	✓	✓	✓	✓	✓	✓
Cr J Evans	✓	✓	✓			
Cr W Bing Chew	✓	✓	✓			
Cr LH Pickering	✓	✓	✓			
Cr AL Pickering	✓	✓	✓			

## Councillor Expenses Reimbursements

Local Government Councillors are entitled to receive reimbursement of all approved expenses incurred in undertaking their role as a Councillor. Council has adopted the Councillors Reimbursement of Expenses and Provision of Facilities and Support Policy as required by section 250 of the Local Government Regulation 2012.

Councillors may use a vehicle provided by Council for official business. If a Councillor uses a private vehicle to conduct the business of Council, then reimbursement may be claimed based on logbook substantiation of the relevance of the travel to Council business and paid in accordance with rates prescribed. If a Councillor uses a Council owned vehicle for private purposes, then the Councillor must reimburse Council based on the vehicles logbook record of use in accordance with rates prescribed.

Councillors are also provided with expenditure reimbursements for incidental costs such as accommodation, meals and taxi fares associated with council business.

The Mayor is issued with a corporate credit card for purchase of fuel, payment of expenses while on official business and/or hospitality in accordance with the Policy.



The table below shows the total reimbursement costs to Councillors for the 12-month period from 1 July 2024 to 30 June 2025.

Councillor	Vehicle Reimbursements/ Costs in \$	Other Expense Reimbursements in \$
Cr TJ Pickering	\$-	\$-
Cr J Evans	\$-	\$-
Cr W Bing Chew	\$-	\$-
Cr LH Pickering	\$-	\$-
Cr AL Pickering	\$-	\$-
Total	\$0.00	\$0.00

# COUNCILLOR ATTENDANCE AT COUNCILLOR MEETINGS

Local Government Regulation 2012 s.186 (c) ... The annual report for a financial year must contain particulars of—

(c) the number of local government meetings that each councillor attended during the financial year

The following table shows the total Councillor attendance at meetings for the 12-month period from 1 July 2024 to 30 June 2025

Councillor	Ordinary		Special	
	Held	Attended	Held	Attended
Cr TJ Pickering	12	12	1	1
Cr J Evans	12	12	1	1
Cr W Bing Chew	12	11	1	1
Cr LH Pickering	12	12	1	1
Cr AL Pickering	12	12	1	1

# REMUNERATION OF EMPLOYEES IN SENIOR MANAGEMENT

*Local Government Act 200 s 201 ...*

*(1) The annual report of a local government must state*

*(a) the total of all remuneration packages that are payable (in the year to which the annual report relates) to senior management; and*

*(b) the number of employees in senior management who are being paid each band of remuneration.*

Band of Remuneration	Number of Senior Management Employees
Under \$100,000	0
\$100,000 to \$200,000	5
\$200,000 to \$300,000	1

Senior management includes the Chief Executive Officer, Works Manager, Finance Manager, Community Services Manager, Tourism and Marketing Manager and Business Services Manager. Remuneration package includes salary, superannuation, housing, motor vehicle and other expenses and entitlements.

## INTERNAL AUDIT

*Local Government Regulation 2012 s10 1 ... The annual report for a financial year must contain:*

*(h) the report on the internal audit for the financial year.*

Internal Audit provides the Audit Committee, Chief Executive Officer and senior management with the assurance that Council's internal control systems are efficient, effective and economically viable, and also that risks are appropriately addressed.

During the 2024 – 2025 financial year the internal audit only met once to finalise the 2023–24 financials.



# COMPETITIVE NEUTRALITY COMPLAINTS AND DECISIONS

*Local Government Regulation 2012 s.190 (1): ...The annual report for a financial year must contain—*

*(i) a summary of investigation notices given in the financial year under section 49 for competitive neutrality complaints;*

*(j) the local government's responses in the financial year on the QCA's recommendations on any competitive neutrality complaints under section 52(3).*

Council received no complaints under s49 in 2024–2025.

# IDENTIFYING BENEFICIAL ENTERPRISES AND SIGNIFICANT BUSINESS ACTIVITIES

*Local Government Act s.41: ...requires a local government's annual report for each financial year to contain a list of all beneficial enterprises that the local government conducted during the financial year.*

*Local Government Act s.45: ... requires a local government's annual report for each financial year to contain a list of all business activities that the local government conducted during the financial year and also to identify the business activities that are significant.*

Council did not engage in any beneficial enterprises during the 2024–25 financial year.

There was no significant business activity in 2024–25 and Council in its June meeting resolved not to apply the code of competitive conduct to Council business activity (Croydon Caravan Park) as applying the code would result in unnecessary administrative costs for Council.



**“Through accountability and foresight, we turn financial responsibility into shared opportunity.”**

*– Manager Business Services, Stephen Frost*



# COMMUNITY FINANCIAL REPORT

*Local Government Act 2009 s.104:*

*(1) To ensure it is financially sustainable, a local government must establish a system of financial management that—*

*(a) ensures regard is had to the sound contracting principles when entering into a contract for— (i) the supply of goods or services; or*

*(ii) the disposal of assets; and*

*(b) complies with subsections (5) to (7).*

*(2) A local government is **financially sustainable** if the local government is able to maintain its financial capital and infrastructure capital over the long term.*

*Local Government Regulation 2012 s. 179:*

*(1) A local government must prepare a community financial report for each financial year.*

*(2) The community financial report for a financial year must—*

*(a) contain a summary and an analysis of the local government's financial performance and position for the financial year; and*

*(b) be consistent with the general purpose financial statement for the financial year; and*

*(c) include the relevant measures of financial sustainability for the financial year; and*

*(d) be written in a way that can be easily understood by the community.*

This community financial report shows a summary of the financial statements with the aim of providing understandable information to the members of our community. The use of graphs allows readers to easily evaluate council's financial performance and financial position. In addition, this report includes key financial statistics and ratios that can also be useful indicators of council's performance.

- The financial statements in this report cover a 12-month period ending 30 June 2025. The financial statements contained in this report include: Statement of Comprehensive Income – displays Council's revenue and expenses with the resulting profit or loss amount; known as the net result attributable to Council.
- Statement of Financial Position – displays the assets (what we own), liabilities (what we owe) and community equity (total assets minus total liabilities). Community equity can be a reflection of how healthy the position of Council is at a given point in time.
- Statement of Cash Flows – reports how revenue received, and expenses paid impact on Council's cash balances.
- Statement of Changes in Equity – presents a summary of transfers to and from equity accounts including retained profits, capital and other reserves.
- Notes to the Financial Statements – provides a detailed breakdown of all significant items in the Financial Statements and what these items represent.

END OF YEAR 2024/25	AT A GLANCE
Operating Revenue	\$31,522,000
Operating Expense	(\$29,327,000)
<b>Operating Position</b>	<b>\$2,195,000</b>
Capital Revenue	\$3,115,000
Capital Expenses	\$0,000
<b>Net Result</b>	<b>\$5,310,000</b>
Current Assets	\$38,417,000
Non- Current Assets	\$148,170,000
<b>Total Assets</b>	<b>\$186,587,000</b>
Current Liabilities	\$16,685,000
Non- Current Liabilities	\$247,000
<b>Total Liabilities</b>	<b>\$16,932,000</b>
<b>Net Community Assets</b>	<b>\$169,655,000</b>

## BACKGROUND

### Assumption and principles

Under the requirements of the Local Government Regulation 2012, Council is required to prepare general purpose Financial Statements for the period. This report has been prepared in accordance with Australian Accounting Standards and complies with the requirements of the Local Government Act 2009 and the Local Government Regulation 2012.

Croydon Shire Council controls and manages infrastructure assets that are largely unique to the public sector. These assets include road and water infrastructure assets, which generally have very long useful lives and can only be used for providing local government services. The costs associated with the maintenance, depreciation and replacement of these assets form a material part of Council's annual expenditure. Due to the long lives of these assets the associated costs identified will be spread across different generations of ratepayers, hence effective management of these assets will help to ensure there is intergenerational equity among ratepayers with no generation unnecessarily subsidising or being subsidised by another.

Croydon Shire Council continues to implement the Asset Management Development Program to facilitate sound strategic asset management decisions including the allocation of depreciation funding.

Council's policy is to finance capital works and new assets to the greatest extent possible from revenue, grants and subsidies or any specific reserves primarily established to fund capital works.



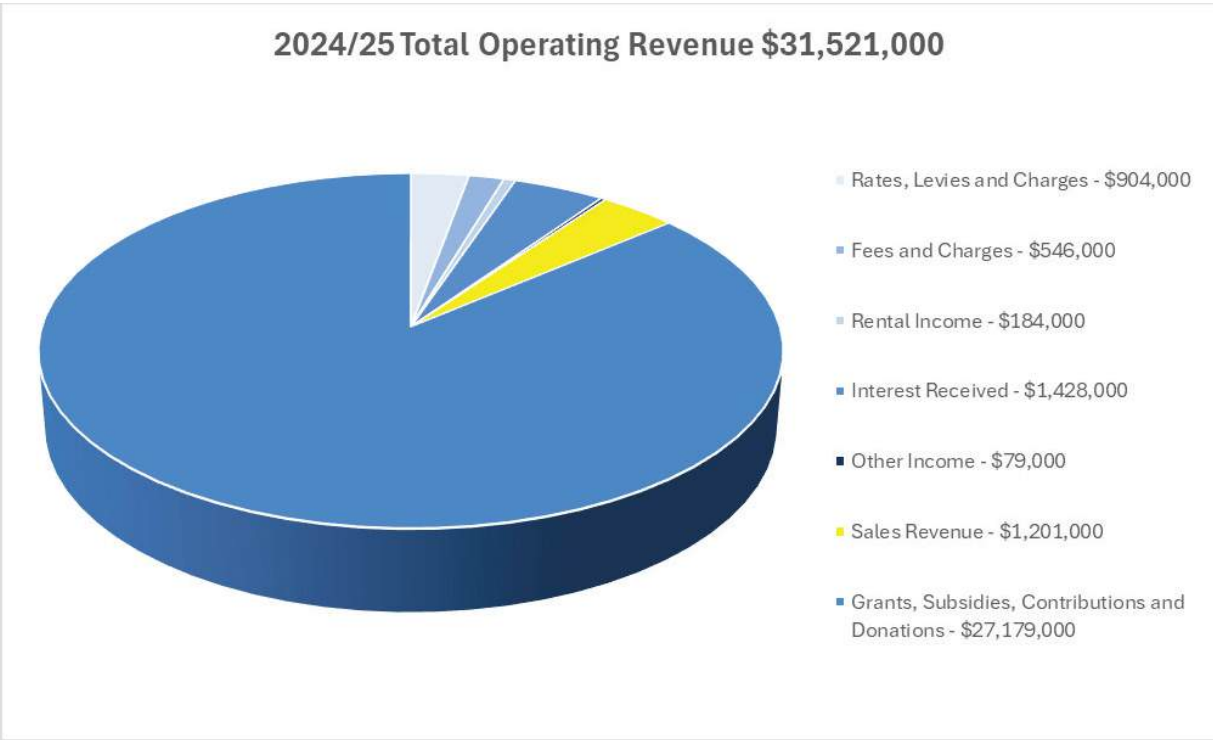
# CORPORATE FINANCIAL STATEMENTS

## Statement of comprehensive income

### Revenue:

Council received a total of \$34,637,000 in revenue and other income (\$31,552,000 operational and \$3,115,000 capital) in the 2024-25 financial year.

Total revenue has increased by \$6,412,000 between this financial year and last financial year. This is largely a result of an increase in revenue received from Grants Subsidies, Contributions and Donations.



### Grants and subsidies

Grants and subsidies attribute to the majority of Council's revenue at 89%. This is sourced from road funding programs which include Roads to Recovery, Flood Damage (National Disaster Relief and Recovery), Beef Roads funding and Transport and Infrastructure Development Scheme (TIDS). Council also receives funding from the Federal Government by way of Financial Assistance Grants.

### Services

Council's secondary source of income is interest earned from cash deposits and services revenue, which attributes to 4.5% and 3% of total revenue. This includes revenue from the Department of Transport and Main Roads contracts such as the Road Maintenance Performance Contract and the Roadworks Performance Contract as well as recoverable works revenue.

## Rates and Charges

Rates, levies and charges only contribute 3% of the Shire's total revenue. This revenue is used to fund current and future capital works to ensure the continuous supply of critical infrastructure to the community.

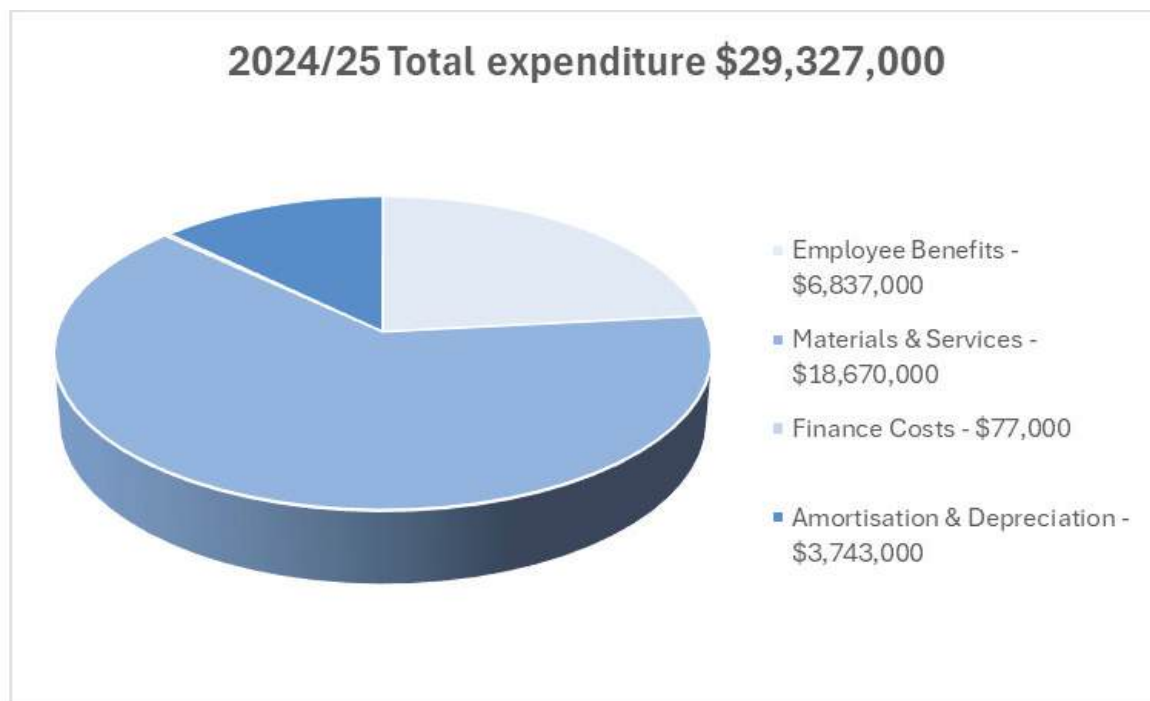
## Interest Income

Croydon Shire Council received \$1,428,000 in interest in the 2024-25 financial year, as compared to \$1,215,000 in 2023-24.

## Expenses:

Council's total expenditure for the 2024-25 financial year was \$29,327,000.00.

Total expenditure has increased by \$280,000 between the current and prior financial year. This is largely a result of an increase in expenditure for roadworks relating to flood damage and general increase in employee and material costs.



## Materials and Services

Materials and services for 2024-25 total \$18,670,000 which equates to 64% of Council's total expenditure. This type of expenditure includes items such as Audit Fees \$53,000; Operating and Maintenance Expenses \$4,493,000; Communications and IT \$180,000, Flood Damage – recoverable works \$12,972,00 and Main Roads – recoverable works of \$972,000.

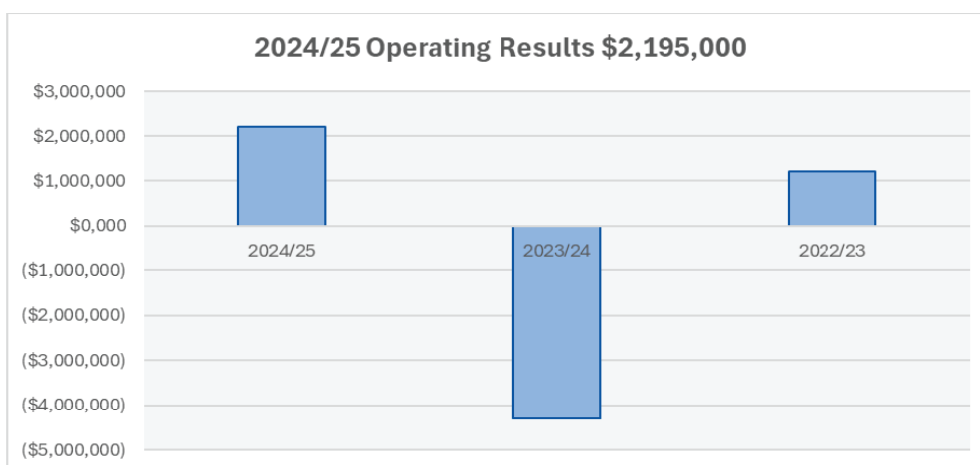
## Employee Benefits:

Employee benefits also contribute to a large proportion of Council's total expenditure. For the 2024-25 financial year employee costs totalled \$6,837,000 or 23% of total expenditure. This includes such costs as wages and salaries, councillor remuneration, superannuation and leave entitlements. Council maintains a very strong labour workforce which provides community services, such as road building, maintenance, water and waste services, capital infrastructure and general operational and administration services of the Council.



### Operating position:

Council's operating position reflects the organisation's ability to meet its day-to-day running costs from operating revenue.

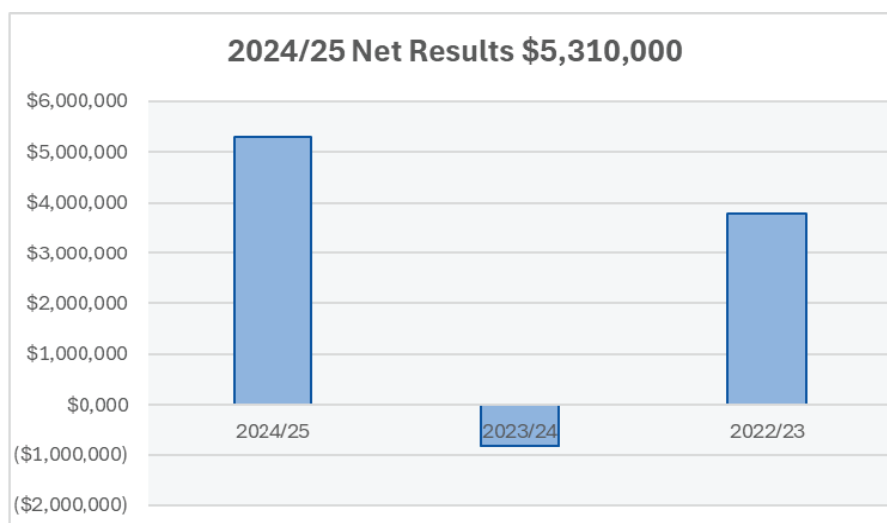


Council's operating position as at 30 June 2025 is a surplus of \$2,195,000, which has increased from a deficit of (\$4,294,000) in 2023-24. Council had a surplus of \$1,216,000 in 2022-23.

The operating position is calculated by taking Council's total operating revenue (\$31,522,000) less total operating expenses (\$29,327,000). It does not include revenue or expenditure amounts for capital projects. The above graph shows the operating position for the past three years.

### Net result:

Council's net result reflects total revenue less total expenses, this includes capital revenue however does not include any adjustments for asset revaluations.



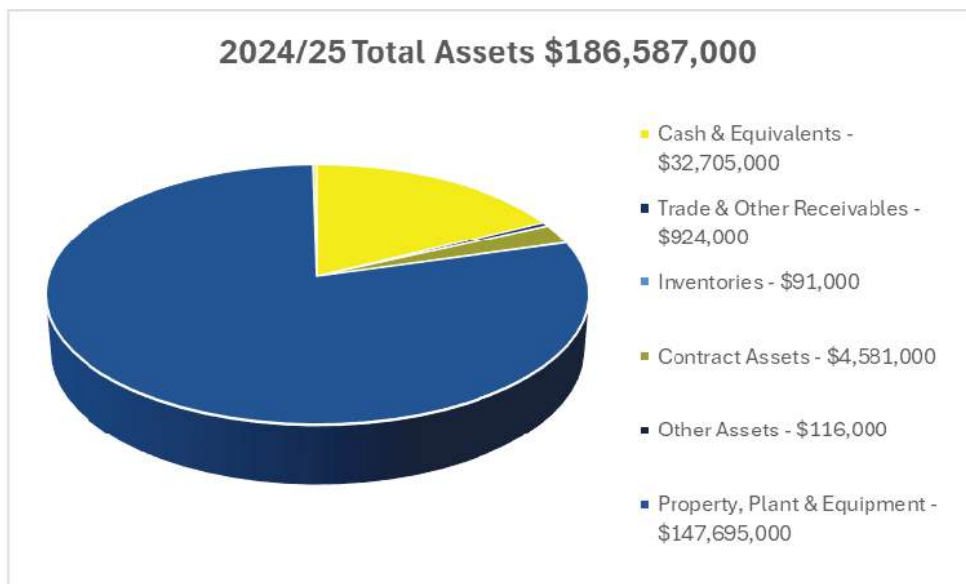
Council's 2024-25 financial year reported a net result of \$5,310,000. In comparison the 2023/24 net result was (\$823,000).

# STATEMENT OF FINANCIAL POSITION

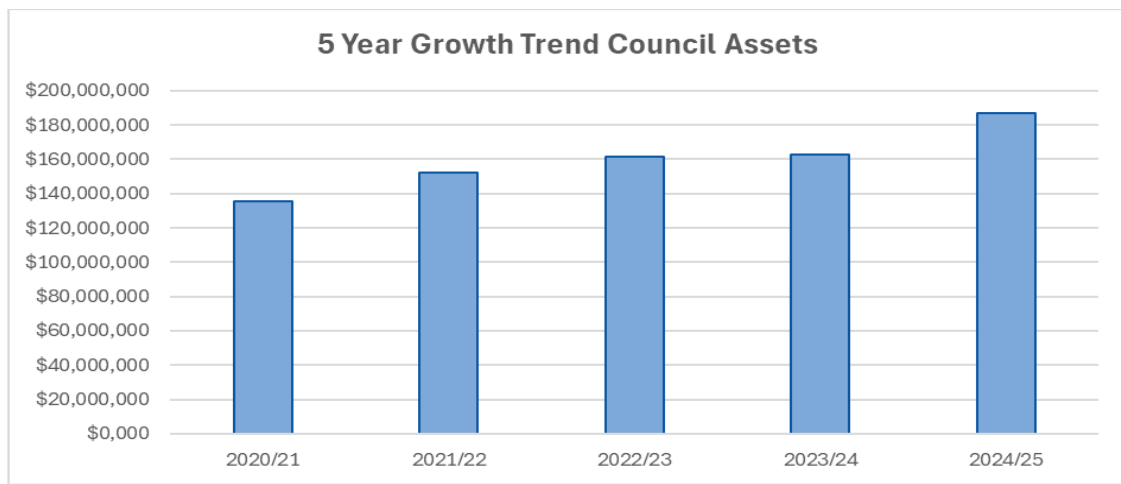
## Assets

	2024/25	2023/24
Current Assets	\$38,417,000	\$24,125,000
Non-Current Assets	\$148,170,000	\$138,821,000
<b>Total Assets</b>	<b>\$186,587,000</b>	<b>\$162,946,000</b>

Council assets as of 30 June 2025 totalled \$186,587,000. This includes \$38,417,000 of current assets (liquid assets or amounts due to be received within twelve months) and \$148,170,000 of non-current assets.



Property, plant, and equipment makes up 80% of non-current assets and consist of long-term assets such as roads, land and buildings, water infrastructure, machinery and vehicles.



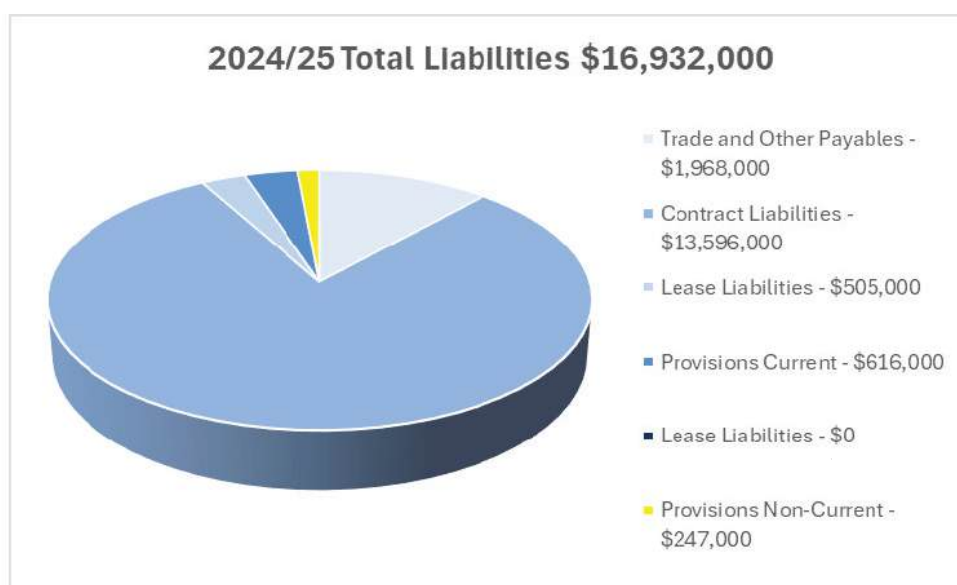


## Community equity

### Liabilities

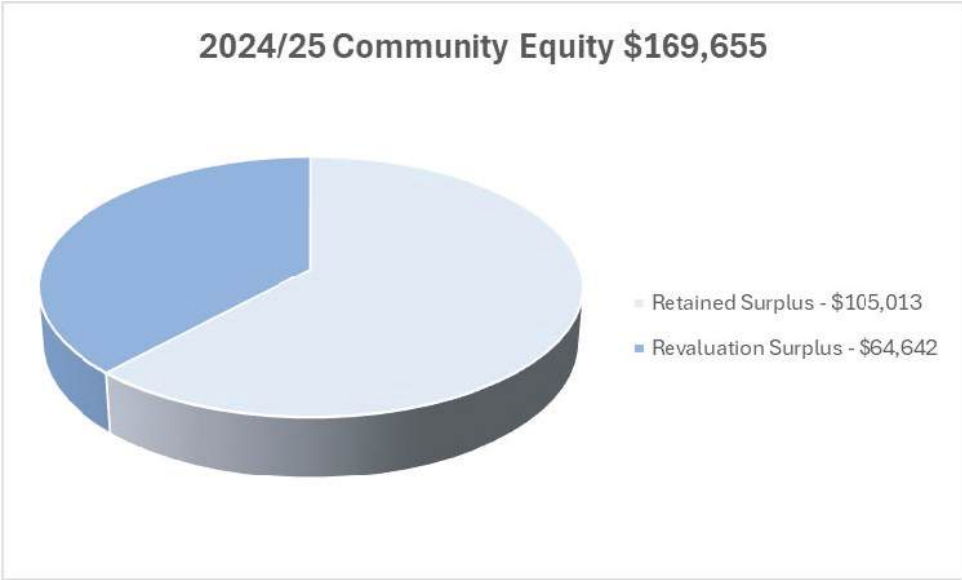
Total liabilities as of 30 June 2025 are \$16,932,000. This includes \$16,685,000 of current liabilities (due to be paid out within twelve months) and \$247,000 of non-current liabilities. Liabilities mostly consist of amounts owing to suppliers and amounts owing to employees for leave entitlements.

	2024/25	2023/24
Current Liabilities	\$16,685,000	\$4,010,000
Non-Current Liabilities	\$247,000	\$686,000
<b>Total Liabilities</b>	<b>\$16,932,000</b>	<b>\$4,696,000</b>



	2024/25	2023/24
Community Equity	\$169,655	\$158,251
<b>Total Community Equity</b>	<b>\$169,655</b>	<b>\$158,251</b>

Council's total community equity as of 30 June 2025 is \$169,655,000. Community equity is equal to total assets (what we own) minus total liabilities (what we owe).



Financial ratios


The following ratios are designed to provide an indication of the performance of Council against key financial sustainability criteria which should be met to ensure the prudent management of financial risks. The benchmarks used are provided by the Department of Local Government guidelines.

Type	Measure	Target (Tier 7)	Actual Current Year	5-Year Average
Liquidity	Unrestricted Cash Expense Cover Ratio	Greater than 4 months	8.96 months	Not Required
Operating Performance	Operating Surplus Ratio	Contextual	8.97%	1.30%
	Operating Cash Ratio	Greater than 0%	18.84%	13.65%
Asset Management	Asset Sustainability Ratio	Greater than 90%	13.22%	83.98%
	Asset Consumption Ratio	Greater than 60%	71.70%	73.52%
Debt Servicing Capacity	Leverage Ratio	0 - 3 times	Not Required	Not Required

Conclusion

During the 2024-25 financial year, while Council has continued to review business operations to contain and reduce operational costs for long term financial sustainability, Council has maintained service levels, including those services which are outside core local government business. Council remains fully committed to keep thorough financial management plans including the operational plan, the financial plan and ongoing regular budget reviews.



A yellow tanker truck is parked on the left side of a wide, unpaved dirt road. The road stretches into the distance, flanked by dry, scrubby vegetation and trees under a clear blue sky. The truck has a large cylindrical tank and a ladder on its side. A semi-transparent purple box with white text is overlaid on the lower half of the image.

**“Good roads, safe water, and solid foundations — that’s what keeps a small town like ours running strong.”**

*– Mayor Trevor Pickering*

# CAPITAL WORKS PROJECTS

## Capital Works Highlights

Council completed the following works programs during the period 1 July 2024 to 30 June 2025.

### Road Infrastructure

Major Items	Amount \$
Croydon – Richmond Road Upgrade	116,405
	<b>116,405</b>

### Water infrastructure

Major Items	Amount \$
New Water Mains Installation	192,740
Alternative Water Supply for Council Parks	247,830
	<b>440,570</b>

### Plant Replacement

Major Items	Amount \$
Plant Replacement – Various Plant Items	799,987
	<b>799,987</b>

### Buildings

Major Items	Amount \$
Purchase of Houses	3,450,421
Chinese Temple Site Reinvigoration	379,834
	<b>3,830,255</b>

### Other Infrastructure

Major Items	Amount \$
Precinct Development & Planning	406,438
CCTV Camera Installation	241,659
Splash Park – Swimming Pool	155,262
	<b>803,358</b>



# SPECIAL EXPENDITURE REPORTING CATEGORIES

*Local Government Regulation 2012 s.188: The annual report for a financial year must contain the following information about any overseas travel made by a councillor or local government employee in an official capacity during the financial year—*

*(a) for a councillor—the name of the councillor;*

*(b) for a local government employee—the name of, and position held by, the local government employee;*

*(c) the destination of the overseas travel;*

*(d) the purpose of the overseas travel;*

*(e) the cost of the overseas travel.*

## Overseas Travel

Council did not undertake any overseas travel during the 12-month period from 1 July 2024 to 30 June 2025.

## Services Rendered by Consultants

Council defines a consultant as a person or entity who has a contract with Council to deliver a specific result. This is usually a one-off, non-repetitive task or is the provision of advice and recommendations about a new concept, process or other matter Council intends to implement. Consultants usually exercise their own skill and judgement without Council controlling the detail over the work being performed.

## Entertainment and Hospitality Services

Council has adopted an Entertainment and Hospitality Expenditure Policy which prescribes what is considered reasonable entertainment, why it is important to the role of Council and the relevant administrative processes that support such expenditure. This policy defines entertainment as the provision of meals and beverages as part of Council's official business.

The total entertainment and hospitality charges incurred during the year totalled \$0.

## Advertising

Council has adopted an Advertising Policy which defines advertising as "promoting to the public an idea, goods or services by using a medium commonly used for promoting ideas, goods or services and for which a fee is paid".

Advertising costs incurred by Council during the year totalled \$16,559.

# SPECIAL RATES AND CHARGES

*Local Government Regulation 2012 s.190 (1): ...The annual report for a financial year must contain-*

*(d) details of any action taken for, and expenditure on, a service, facility or activity-*

*(i) supplied by another local government under an agreement for conducting a joint government activity; and*

*(ii) for which the local government levied special rates or charges for the financial year.*

Croydon Shire Council did not levy any special rates or charges during the 2024-2025 financial year.

# SUMMARY OF RATE REBATES AND CONCESSIONS

*Local Government Regulation 2012 s.190 (1): ... The annual report for a financial year must contain-*

*(g) a summary of all concessions for rates and charges granted by the local government*

Croydon Shire Council provides rating concessions on properties for holders of a Pensioner Concession Card issued by the Commonwealth Department of Social Services and where the property is their principal place of residence and where the rate account is fully paid by the discount date of each levy. did not levy any special rates or charges during the 2024-2025 financial year.

Council also recognises financial hardship exists in some cases in relation to rates and charges and is willing to consider applications from eligible property owners for relief

Croydon Shire Council granted concessions for rates and charges during the period 1 July 2024 to 30 June 2025 to Tagalaka Aboriginal Corporation.



# INVITATIONS TO TENDERERS TO CHANGE TENDERS

*Local Government Regulation 2012 s.190 (1): ...The annual report for a financial year must contain—*

*(e) the number of invitations to change tenders under section 228(7) during the year.*

*Local Government Regulation 2012 s.228(7): ...*

*(a) an invitation to tender under subsection (4) or (6)(b) states that the local government might later invite all tenderers to change their tenders to take account of a change in the tender specifications; and*

*(b) the local government does change the tender specifications; the local government may invite all the persons who submitted a tender to change their tender to take account of the change, before making a decision on the tenders.*

There were nil \$0 instances during the 2024-25 financial year where persons who had submitted a tender to Council were invited to change their tenders.

## REGISTERS

*Local Government Regulation 2012 s.190 (1): ... The annual report for a financial year must contain—*

*(f) a list of the registers kept by the local government.*

The following registers are held by Council:

Register of Interests Councillors	Register of Cost Recovery Fees
Register of Interests Councillors' Related Persons	Register of Council Meetings Minutes
Conflict of Interest / Material Personal Interest Declarations Register	Register of Roads and Road Maps
Register of Interests Chief Executive Officer	Asset Register
Register of Interests Chief Executive Officers' Related Persons	Corporate Risk Register
Register of Interests Senior Contract Employees	Operational Risk Register

Register of Interests Senior Contract Employees Related Persons	Grants Register
Register of Code of Conduct matters	Policy Register
Register of Election Gifts and Benefits	Complaints Register
Gift and Benefit Registers	Registers of PreQualified Suppliers and Pre- ferred Suppliers
Register of Delegations (including financial)	Local Laws Register

## PARTICULAR RESOLUTIONS

*Local Government Regulation 2012 s.185: ...The annual report for a financial year must contain-*

*(a) a copy of the resolutions made during the financial year under section 250(1); and*

*(b) a list of any resolutions made during the financial year under section 206 (2).*

Council adopted the Councillor Reimbursement of Expenses and Provision of Facilities and Support Policy as required under section 250 of the Local Government Regulation 2012 on 19 May 2022.

Council did not make any particular resolutions between 1 July 2024 and 30 June 2025 under section 206(2) of the Local Government Regulation 2012.

## OTHER ISSUES RELEVANT TO MAKING AN INFORMED ASSESSMENT

*Local Government Regulation 2012 s.190 (1): ...The annual report for a financial year must contain ... (b) particulars of other issues relevant to making an informed assessment of the local government's operations and performance in the financial year.*

Council is not aware of any other issues relevant to making an informed assessment of its operations and performance in the 2024-25 financial year.



# FINANCIAL STATEMENTS

2024-25 Financial statements & long -term financial  
sustainability statement

# Croydon Shire Council

## Financial Statements

### For the Year Ended 30 June 2025

#### Table of Contents

Statement of Comprehensive Income

Statement of Financial Position

Statement of Cash Flows

Statement of Changes in Equity

Notes to the Financial Statements

- 1 Information About These Financial Statements
- 2 Analysis of Results by Function
- 3 Revenue
- 4 Grants, Subsidies and Contributions
- 5 Employee Benefits
- 6 Materials and Services
- 7 Cash and Equivalents
- 8 Trade and Other Receivables
- 9 Property, Plant and Equipment
- 10 Fair Value Measurements
- 11 Contract Balances
- 12 Trade and Other Payables
- 13 Provisions
- 14 Revaluation Surplus
- 15 Commitments for Expenditure
- 16 Contingent Liabilities
- 17 Superannuation
- 18 Leases
- 19 Reconciliation of Net Result for the Year to Net Cash Flows from Operating Activities
- 20 Changes in Accounting Policy
- 21 Events After the Reporting Period
- 22 Transactions With Related Parties
- 23 Financial Instruments and Financial Risk Management

Management Certificate

Independent Auditor's Report (General Purpose Financial Statements)

Current Year Financial Sustainability Statement

Certificate of Accuracy - for the Current Year Financial Sustainability Statement

Independent Auditor's Report (Current Year Financial Sustainability Statement)

Unaudited Current Year Financial Sustainability Statement

Certificate of Accuracy - for the Unaudited Current Year Financial Sustainability Statement

Unaudited Long Term Financial Sustainability Statement

Certificate of Accuracy - for the Long Term Financial Sustainability Statement



**Croydon Shire Council**  
**Statement of Comprehensive Income**  
For the Year Ended 30 June 2025

	Note	2025 \$000	2024 \$000
<b>Income</b>			
<b>Revenue</b>			
<b>Recurrent Revenue</b>			
Rates, Levies and Charges	3(a)	904	803
Fees and Charges	3(b)	546	587
Rental Income		184	192
Interest Received		1,428	1,215
Other Income		79	27
Sales Revenue	3(c)	1,201	748
Grants, Subsidies, Contributions and Donations	4(a)	27,179	21,181
<b>Total Recurrent Revenue</b>		<u>31,522</u>	<u>24,753</u>
<b>Capital Revenue</b>			
Grants, Subsidies, Contributions and Donations	4(b)	2,932	3,325
Capital Income		183	146
<b>Total Capital Revenue</b>		<u>3,115</u>	<u>3,471</u>
<b>Total Income</b>		<u>34,637</u>	<u>28,224</u>
<b>Expenses</b>			
<b>Recurrent Expenses</b>			
Employee Benefits	5	6,837	6,697
Materials and Services	6	18,670	19,226
Finance Costs		77	43
Depreciation of Property, Plant, and Equipment	9	3,110	2,925
Amortisation of Right-of-Use Assets	18	633	156
		<u>29,327</u>	<u>29,047</u>
<b>Capital Expenses</b>		<u>-</u>	<u>-</u>
<b>Total Expenses</b>		<u>29,327</u>	<u>29,047</u>
<b>NET RESULT</b>		<u><b>5,310</b></u>	<u><b>(823)</b></u>
<i>Net Operating Result</i>		2,195	(4,294)
<b>Other Comprehensive Income</b>			
<b>Items That Will Not be Reclassified to Net Result</b>			
Increase in Revaluation Surplus	9	6,094	7
<b>Total Other Comprehensive Income for the Year</b>		<u>6,094</u>	<u>7</u>
<b>Total Comprehensive Income for the Year</b>		<u><u>11,404</u></u>	<u><u>(816)</u></u>

*The above statement should be read in conjunction with the accompanying notes and Accounting Policies.*

**Croydon Shire Council**  
**Statement of Financial Position**  
as at 30 June 2025

		2025	2024
	Note	\$000	\$000
<b>Current Assets</b>			
Cash and Equivalents	7	32,705	21,518
Trade and Other Receivables	8	924	1,492
Inventories		91	110
Contract Assets	11(a)	4,581	892
Other Assets		116	113
<b>Total Current Assets</b>		<b>38,417</b>	<b>24,125</b>
<b>Non-Current Assets</b>			
Property, Plant and Equipment	9	147,695	137,713
Right of Use Assets	18	475	1,108
<b>Total Non-Current Assets</b>		<b>148,170</b>	<b>138,821</b>
<b>Total Assets</b>		<b>186,587</b>	<b>162,946</b>
<b>Current Liabilities</b>			
Trade and Other Payables	12	1,968	2,643
Contract Liabilities	11(b)	13,596	165
Lease Liabilities	18	505	652
Provisions	13	616	550
<b>Total Current Liabilities</b>		<b>16,685</b>	<b>4,010</b>
<b>Non-Current Liabilities</b>			
Lease Liabilities	18	-	505
Provisions	13	247	181
<b>Total Non-Current Liabilities</b>		<b>247</b>	<b>686</b>
<b>Total Liabilities</b>		<b>16,932</b>	<b>4,696</b>
<b>NET COMMUNITY ASSETS</b>		<b>169,655</b>	<b>158,251</b>
<b>Community Equity</b>			
Revaluation Surplus	14	105,013	98,919
Retained Surplus		64,642	59,332
<b>TOTAL COMMUNITY EQUITY</b>		<b>169,655</b>	<b>158,251</b>

*The above statement should be read in conjunction with the accompanying notes and Accounting Policies.*



**Croydon Shire Council**  
**Statement of Cash Flows**  
For the Year Ended 30 June 2025

		2025	2024
	Note	\$000	\$000
<b>Cash Flows from Operating Activities</b>			
Receipts from Customers		3,318	1,458
Payments to Suppliers and Employees		(26,130)	(24,241)
		(22,812)	(22,783)
Interest Received		1,428	1,215
Rental Income		184	192
Operating Grants, Subsidies, Contributions and Donations		36,032	22,522
<b>Net Cash Inflow from Operating Activities</b>	19	14,832	1,146
<b>Cash Flows from Investing Activities</b>			
Payments for Property, Plant and Equipment		(7,429)	(8,702)
Proceeds from Sale of Property, Plant and Equipment		614	530
Capital Grants, Subsidies, Contributions and Donations		3,822	1,975
<b>Net Cash Outflow from Investing Activities</b>		(2,993)	(6,197)
<b>Cash Flows from Financing Activities</b>			
Repayment of Leases (principal only)		(652)	(106)
<b>Net Cash Outflow from Financing Activities</b>		(652)	(106)
<b>Net Increase / (Decrease) in Cash and Equivalents Held</b>		11,187	(5,158)
<b>Cash and Equivalents at the Beginning of the Financial Year</b>		21,518	26,676
<b>Cash and Equivalents at End of the Financial Year</b>	7	32,705	21,518

*The above statement should be read in conjunction with the accompanying notes and Accounting Policies.*

**Croydon Shire Council**  
**Statement of Changes in Equity**  
For the Year Ended 30 June 2025

	Revaluation Surplus \$000	Retained Surplus \$000	TOTAL \$000
<b>Balance as at 1 July 2024</b>	98,919	59,332	158,251
Net Result	-	5,310	5,310
Other Comprehensive Income for the Year			
Increase in Revaluation Surplus	6,094	-	6,094
<b>Total Comprehensive Income for the Year</b>	6,094	5,310	11,404
<b>Balance as at 30 June 2025</b>	<b>105,013</b>	<b>64,642</b>	<b>169,655</b>
<b>Balance as at 1 July 2023</b>	98,912	60,155	159,067
Net Result	-	(823)	(823)
Other Comprehensive Income for the Year			
Increase in Revaluation Surplus	7	-	7
<b>Total Comprehensive Income for the Year</b>	7	(823)	(816)
<b>Balance as at 30 June 2024</b>	98,919	59,332	158,251

*The above statement should be read in conjunction with the accompanying notes and Accounting Policies.*

**Croydon Shire Council**  
**Notes to the Financial Statements**  
**For the Year Ended 30 June 2025**

**1 Information About These Financial Statements**

**(a) Basis of Preparation**

Croydon Shire Council is constituted under the Queensland *Local Government Act 2009* and is domiciled in Australia.

These general purpose financial statements are for the period 1 July 2024 to 30 June 2025. They are prepared in accordance with the *Local Government Act 2009* and the *Local Government Regulation 2012*. These Statements comply with all Australian Accounting Standards and Interpretations issued by the Australian Accounting Standards Board (AASB). Council is a not-for-profit entity for financial reporting purposes and these financial statements comply with the Australian Accounting Standards and Interpretations as applicable to not-for-profit entities. These financial statements have been prepared under the historical cost convention except for the revaluation of certain classes of property, plant and equipment.

**(b) New and Revised Accounting Standards Adopted During the Year**

Council adopted all Standards which became mandatorily effective for annual reporting periods beginning on or before 1 July 2024. The relevant standards were:

- AASB 101 Presentation of Financial Statements (amended by AASB 2020-1, AASB 2020-6, AASB 2022-6, AASB 2023-3) relating to current / non-current classification of liabilities.
- AASB 13 Fair Value Measurement (amended by AASB 2022-10)

**(c) Standards Issued by the AASB Not Yet Effective**

The AASB has issued Australian Accounting Standards and Interpretations which are not mandatorily effective at 30 June 2025, these standards have not been adopted by Council at the time, however due to the passage of time, these assumptions may change and therefore the recorded balances may not reflect the final outcomes. The Council has considered the standards issued but not yet effective and has determined that none of them will have a material impact on the future reported financial position and performance.

**(d) Estimates and Judgements**

Councils make a number of judgements, estimates and assumptions in preparing these financial statements. These are based on the best information available to Council at the time, however due to the passage of time, these assumptions may change and therefore the recorded balances may not reflect the final outcomes. The significant judgements, estimates and assumptions relate to the following items and specific information is provided in the relevant note:

Revenue Recognition	Notes 3 and 4
Valuation and Depreciation of Property, Plant and Equipment	Note 9
Provisions	Note 13
Contingent Liabilities	Note 16
Financial Instruments and Risk Management	Note 23

**(e) Rounding and Comparatives**

The financial statements have been rounded to the nearest \$1,000 unless otherwise stated. There may be differences between financial statements and notes to the financial statements, and subtotals within notes due to the rounding.

Comparative information is prepared on the same basis as the prior year.

**(f) Taxation**

Council is exempt from income tax, however is subject to Fringe Benefits Tax, Goods and Services Tax and payroll tax on certain activities. The net amount of GST recoverable from or payable to the ATO is shown as an asset or liability respectively.

**2 Analysis of Results by Function**

**(a) Components of Council Functions**

The activities relating to the Council's components reported on in Note 2(b) are as follows :

**Economic Development and Infrastructure**

Stimulate growth in Shire operations such as tourism, caravan park and private works along with encouraging investment in the community. It also ensures Council continues to deliver appropriate levels of infrastructure to the community by way of construction and maintenance of roads, plant and engineering, stormwater drainage, footpaths and aerodrome.

**Environmental Sustainability**

Enhances the sustainability of local environments and ecosystems for future generations and includes environmental controls such as pest and animal management.

**Corporate Governance and Leadership**

Balances the interests of State and Federal Governments with Council and the local community. The objective of this function is to provide quality leadership through effective and efficient management of Council's corporate operations. This includes areas such as administration, finance, payroll, information technology, risk management, store control and revenue raising.

**A Healthy and Resilient Community**

Provides a level of stability in the community by providing wellbeing through the provision of a range of services such as, emergency services, housing, parks and recreational facilities, heritage, museums, libraries, cultural facilities, childcare and town planning.



**Croydon Shire Council**  
**Notes to the Financial Statements**  
**For the Year Ended 30 June 2025**

**2(b) Analysis of Results by Function**

Income and expenses defined between recurring and capital are attributed to the following functions:

**Year Ended 30 June 2025**

Year Ended 30 June 2025											
Functions	Gross Programme Income				Total Income	Gross Programme Expenses		Total Expenses	Net Result Recurrent Operations	Net Result	Assets
	Recurrent		Capital			Recurrent	Capital				
	Grants	Other	Grants	Other							
	\$'000	\$'000	\$'000	\$'000							
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Economic Development and Infrastructure	18,629	1,879	2,167	-	22,675	(23,909)	-	(23,909)	(3,400)	(1,233)	126,355
Environmental Sustainability	-	2	-	-	2	(89)	-	(89)	(87)	(87)	-
Corporate Governance and Leadership	8,407	2,188	725	182	11,502	(2,813)	-	(2,813)	7,782	8,690	53,714
A Healthy and Resilient Community	143	274	40	-	457	(2,518)	-	(2,518)	(2,101)	(2,060)	6,517
TOTAL	27,179	4,343	2,932	182	34,637	(29,328)	-	(29,328)	2,195	5,310	186,586

**Year Ended 30 June 2024**

Year ended 30 June 2024											
Functions	Gross Programme Income				Total Income	Gross Programme Expenses		Total Expenses	Net Result Recurrent Operations	Net Result	Assets
	Recurring		Capital			Recurrent	Capital				
	Grants	Other	Grants	Other							
	\$'000	\$'000	\$'000	\$'000							
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Economic Development and Infrastructure	20,417	1,472	1,357	-	23,246	(24,630)	-	(24,630)	(2,741)	(1,384)	122,890
Environmental Sustainability	5	1	-	-	6	(87)	-	(87)	(81)	(81)	-
Corporate Governance and Leadership	587	1,802	1,968	146	4,503	(2,159)	-	(2,159)	230	2,344	39,490
A Healthy and Resilient Community	172	297	-	-	469	(2,172)	-	(2,172)	(1,703)	(1,703)	566
TOTAL	21,181	3,572	3,325	146	28,224	(29,047)	-	(29,047)	(4,295)	(823)	162,946

**Croydon Shire Council**  
**Notes to the Financial Statements**  
**For the Year Ended 30 June 2025**

**3 Revenue**

	2025 \$'000	2024 \$'000
<b>(a) Rates, Levies and Charges</b>		
Rates, levies and annual charges are recognised as revenue when Council obtains control over the assets comprising these receipts which is generally the beginning of the rating period to which they relate. Prepaid rates are recognised as a contract financial liability until the beginning of the rating period.		
General Rates	611	515
Mining Rates	3	3
Water	214	216
Waste Management	86	79
Total Rates and Utility Charge Revenue	914	812
less: Discounts and Pensioner Remissions	(10)	(9)
	904	803

**(b) Fees and Charges**

Revenue arising from fees and charges is recognised at the point in time when 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, the customer is required to pay on arrival, for example caravan parks. There is no material obligation for Council in relation to refunds or returns.

Caravan Park Fees	445	471
Other Fees and Charges	101	116
	546	587

**(c) Sales Revenue**

Sale of goods revenue is recognised at the point in time when the customer obtains control of the goods, generally at delivery. Revenue from services is recognised when the service is rendered.

Revenue from contracts and recoverable works generally comprises a recoupment of material costs together with an hourly charge for use of equipment and employees. This revenue and the associated costs are recognised by reference to the stage of completion of the contract activity based on costs incurred at the reporting date. Where consideration is received for the service in advance it is included in other liabilities and is recognised as revenue in the period when the service is performed. The contract work carried out is not subject to retentions.

**Rendering of Services**

Road Maintenance Performance Contract (RMPC) Works	1,103	690
Other Contract and Recoverable Works	98	59
	1,201	748

**4 Grants, Subsidies and Contributions**

*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 obligation is satisfied. The performance obligations are varied based on the agreements. 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 are 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.

**Croydon Shire Council**  
**Notes to the Financial Statements**  
**For the Year Ended 30 June 2025**

**4 Grants, Subsidies and Contributions (continued)**

Capital grants received to enable Council to acquire or construct an item of 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.

Where assets are donated or purchased for significantly below fair value, revenue is recognised when the asset is acquired and controlled by Council.

	2025 \$'000	2024 \$'000
<b>(a) Recurrent</b>		
General Purpose Grants	10,491	237
Specific Purpose Government Subsidies and Grants	16,688	20,926
Contributions and Donations	-	17
	<u>27,179</u>	<u>21,181</u>

**(b) Capital**

Capital Revenue includes grants and subsidies received which are tied to specific projects for the replacement or upgrade of existing non-current assets and / or investment in new assets.

Specific Purpose Government Subsidies and Grants	2,932	3,325
	<u>2,932</u>	<u>3,325</u>

	2025 Financial Year AASB 15 \$'000	AASB 1058 \$'000
Grants, Subsidies, Donations and Contributions - Operating (Point in Time)	-	10,889
Grants, Subsidies, Donations and Contributions - Operating (Over Time)	16,292	-
Grants, Subsidies, Donations and Contributions - Capital (Over Time)	-	2,930
	<u>16,292</u>	<u>13,819</u>

	2024 Financial Year AASB 15 \$'000	AASB 1058 \$'000
Grants, Subsidies, Donations and Contributions - Operating (Point in Time)	135	809
Grants, Subsidies, Donations and Contributions - Operating (Over Time)	20,237	-
Grants, Subsidies, Donations and Contributions - Capital (Over Time)	-	3,325
	<u>20,372</u>	<u>4,134</u>

	2025 \$'000	2024 \$'000
<b>5 Employee Benefits</b>		
Total Staff Wages and Salaries	4,498	4,779
Councillors' Remuneration	368	322
Annual, Sick and Long Service Leave Entitlements	1,204	956
Superannuation	509	542
	<u>6,579</u>	<u>6,599</u>
Other Employee Related Expenses	365	201
	<u>6,944</u>	<u>6,800</u>
less: Capitalised Employee Expenses	(107)	(103)
	<u>6,837</u>	<u>6,697</u>

Councillor remuneration represents salary, and other allowances paid in respect of carrying out their duties.

	2025 #	2024 #
Total Council Employees at Reporting Date:		
Elected Members	5	5
Administration Staff	19	14
Depot and Outdoors Staff	28	38
Total Full-Time Equivalent Employees	<u>52</u>	<u>57</u>



**Croydon Shire Council**  
**Notes to the Financial Statements**  
**For the Year Ended 30 June 2025**

	<b>Note</b>	<b>2025 \$'000</b>	<b>2024 \$'000</b>
<b>6 Materials and Services</b>			
Audit Fees and Services *		53	66
Operating and Maintenance Expenses		4,493	3,871
Communications and IT		180	181
Flood Damage - Recoverable Works		12,972	14,685
Department of Main Roads - Recoverable Works		972	422
		<u>18,670</u>	<u>19,226</u>

\* Audit fees quoted by the Queensland Audit Office relating to the 2024/25 financial statements are \$75,000 (2024: \$72,000)

<b>7 Cash and Equivalents</b>			
Cash at Bank and On-Hand		1,748	351
Deposits at Call		30,957	21,167
		<u>32,705</u>	<u>21,518</u>

**Unrestricted cash**

Cash and Cash Equivalents		32,705	21,518
Less: Externally imposed restrictions on cash	(i)	13,596	165
Unrestricted Cash		<u>19,109</u>	<u>21,353</u>

**(i) Restricted Cash and Cash Equivalents**

Council's cash and equivalents are subject to a number of restrictions that limit amounts available for discretionary or future use. These include:

Unspent Government Grants and Subsidies	11	13,596	165
Total External Restrictions		<u>13,596</u>	<u>165</u>

Cash, cash deposits and investments held with Queensland Treasury Corporation (QTC) are held in normal term deposits, deposits at call and business cheque accounts.

Council is exposed to credit risk through its investments in the QTC Cash Fund and Working Capital Facility. The Cash Fund is an asset management portfolio investing in a wide range of high credit rated counterparties. Deposits with the Cash Fund are capital guaranteed. Working Capital Facility deposits have a duration of one day and all investments are required to have a minimum credit rating of "A-", the likelihood of the counterparty not having capacity to meet its financial commitments is low.

In accordance with the *Local Government Act 2009* and *Local Government Regulation 2012*, a separate trust bank account and separate accounting records are maintained for funds held on behalf of outside parties. Funds held in the trust account include those funds from the sale of land for arrears in rates, deposits for the contracted sale of land, security deposits lodged to guarantee performance and unclaimed monies (e.g. wages). Council performs only a custodial role in respect of these monies and because the monies cannot be used for Council purposes, they are not considered revenue nor brought to account in the financial statements.

**Trust Funds Held for External Parties**

Monies Collected or Held on Behalf of Other Entities Not Yet Paid	15	14
	<u>15</u>	<u>14</u>

<b>8 Trade and Other Receivables</b>			
Rateable Revenue and Utility Charges		47	45
State Government Works		536	46
Accrued Revenue		214	1,135
Other receivables		128	267
Less: Loss Allowance		(1)	(1)
		<u>924</u>	<u>1,492</u>

Settlement of receivables is required within 30 days after the invoice is issued.

Because Council is empowered under the provisions of the *Local Government Act 2009* to sell an owner's property to recover outstanding rate debts, Council does not impair any rate receivables.

**Croydon Shire Council**  
**Notes to the Financial Statements**  
**For the Year Ended 30 June 2025**

**9 Property, Plant and Equipment**

30 June 2025

Basis of Measurement

**Asset Values**

Opening Gross Value as at 1 July 2024

Work in Progress Transfers

Work in Progress Additions

Disposals

Revaluation Adjustment to Revaluation Surplus

**Closing Gross Value as at 30 June 2025**

**Accumulated Depreciation**

Opening Balance as at 1 July 2024

Depreciation Expense Provided in Period

Depreciation on Disposals

Revaluation Adjustment to Revaluation Surplus

**Accumulated Depreciation as at 30 June 2025**

Carrying amount as at 30 June 2025

Range of Estimated Useful Life in Years

Additions Comprise:

Renewals

Other Additions

**Total Additions**

Land	Land Improvements	Buildings	Plant and Equipment	Road and Bridge Network	Water	Other Infrastructure Assets	Work in Progress	TOTAL
Fair Value	Fair Value	Fair Value	Cost	Fair Value	Fair Value	Fair Value	Cost	
\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
652	929	31,456	8,229	112,232	24,367	11,103	566	189,534
-	-	23	715	-	-	396	(1,134)	-
-	-	-	-	-	-	-	7,429	7,429
(167)	-	-	(624)	-	-	-	-	(791)
-	-	1,912	-	4,925	1,091	747	-	8,675
<b>485</b>	<b>929</b>	<b>33,391</b>	<b>8,320</b>	<b>117,157</b>	<b>25,458</b>	<b>12,246</b>	<b>6,861</b>	<b>204,847</b>
-	601	14,728	2,934	25,706	4,193	3,659	-	51,821
-	37	555	668	1,390	236	224	-	3,110
-	-	-	(360)	-	-	-	-	(360)
-	-	971	-	1,195	199	216	-	2,581
-	638	16,254	3,242	28,291	4,628	4,099	-	57,152
<b>485</b>	<b>291</b>	<b>17,137</b>	<b>5,079</b>	<b>88,865</b>	<b>20,829</b>	<b>8,147</b>	<b>6,861</b>	<b>147,695</b>
Land: Not Depreciated.	20 - 40	15 - 180	5 - 60	10 - Unlimited	10 - 80	10 - 100	N / A	
\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
-	-	55	846	116	1	146	-	1,164
-	-	5,064	102	-	441	658	-	6,265
-	-	5,119	948	116	442	804	-	7,429

**Croydon Shire Council**  
**Notes to the Financial Statements**  
**For the Year Ended 30 June 2025**  
9 Property, Plant and Equipment (continued)

30 June 2024

Basis of Measurement

**Asset Values**

Opening Gross Value as at 1 July 2023

Work in Progress Transfers

Work in Progress Additions

Disposals

Adjustments and Write-Offs

Revaluation Adjustment to Revaluation Surplus

Closing Gross Value as at 30 June 2024

**Accumulated Depreciation**

Opening Balance as at 1 July 2023

Depreciation Expense Provided in Period

Depreciation on Disposals

Accumulated Depreciation as at 30 June 2024

Carrying amount as at 30 June 2024

Range of Estimated Useful Life in Years

Additions Comprise:

Renewals

Other Additions

**Total Additions**

Land	Land Improvements	Buildings	Plant and Equipment	Road and Bridge Network	Water	Other Infrastructure Assets	Work in Progress	TOTAL
Fair Value	Fair Value	Fair Value	Cost	Fair Value	Fair Value	Fair Value	Cost	
\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
311	929	29,268	7,345	109,696	22,929	11,103	311	181,892
341	-	2,186	1,942	2,532	1,437	-	(8,438)	-
-	-	-	-	-	-	-	8,702	8,702
-	-	-	(1,058)	-	-	-	-	(1,058)
-	-	-	-	-	-	-	(9)	(9)
-	-	2	-	4	1	-	-	7
652	929	31,456	8,229	112,232	24,367	11,103	566	189,534
-	564	14,189	3,056	24,336	3,969	3,456	-	49,570
-	37	539	552	1,370	224	203	-	2,925
-	-	-	(674)	-	-	-	-	(674)
-	601	14,728	2,934	25,706	4,193	3,659	-	51,821
652	328	16,728	5,296	86,525	20,173	7,444	566	137,713
Land: Not Depreciated.	20 - 40	15 - 180	5 - 60	10 - 100	10 - 80	10 - 100	N / A	-
\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
-	-	542	1,924	1,722	355	375	-	4,918
341	-	669	18	265	993	1,498	-	3,784
341	-	1,211	1,942	1,987	1,348	1,873	-	8,702



**Croydon Shire Council**  
**Notes to the Financial Statements**  
**For the Year Ended 30 June 2025**

**9 Property, Plant and Equipment (continued)**

**(a) Recognition**

Each class of property, plant and equipment is stated at cost or fair value less, where applicable, any accumulated depreciation and accumulated impairment loss. Items of plant and equipment with a total value of less than \$10,000, and infrastructure assets and buildings with a total value of less than \$10,000 are treated as an expense in the year of acquisition. All other items of property, plant and equipment are capitalised.

Land under roads and reserve land under the *Land Act 1994* or *Land Title Act 1994* is controlled by the Queensland State Government and not recognised in Council's financial statements.

**(b) Measurement**

**Acquisition of Assets**

Acquisitions of assets are initially recorded at cost. Cost is determined as the fair value of the assets given as consideration plus costs incidental to the acquisition, including freight in, architect's fees and engineering design fees and all other establishment costs.

**Capital and Operating Expenditure**

Direct labour and materials and an appropriate proportion of overheads incurred in the acquisition or construction of assets are treated as capital expenditure. Assets under construction are not depreciated until they are completed and commissioned, at which time they are reclassified from work in progress to the appropriate property, plant and equipment class.

Routine operating maintenance, repair costs and minor renewals to maintain the operational capacity and useful life of the non-current asset is expensed as incurred, while expenditure that relates to replacement of a major component of an asset to maintain its service potential is capitalised.

Expenditure incurred in accordance with Natural Disaster Relief and Recovery Arrangements on road assets is analysed to determine whether the expenditure is capital in nature. The analysis of the expenditure requires Council works staff to review the nature and extent of expenditure on a given asset. For example, expenditure that patches a road is generally maintenance in nature, whereas a kerb to kerb rebuild is treated as capital. Material expenditure that extends the useful life or renews the service potential of the asset is capitalised.

**(c) Valuation**

Land, buildings and all infrastructure assets are measured on the revaluation basis, at fair value, in accordance with *AASB 116 Property, Plant & Equipment* and *AASB 13 Fair Value Measurement*. Plant and equipment and work in progress are measured at cost.

Non-current physical assets measured at fair value are revalued, where required, so that the carrying amount of each class of asset does not materially differ from its fair value at the reporting date. This is achieved by engaging independent, professionally qualified valuers to determine the fair value for each class of property, plant and equipment assets at least once every 5 years or where required. This process involves the valuer physically sighting a representative sample of Council assets across all asset classes and making independent assessments of the condition of the assets at the date of inspection.

In the intervening years, Council uses valuation consultants (Australis Advisory Group), along with internal engineers and asset managers to assess the condition and cost assumptions associated with all infrastructure assets, the results of which are considered in combination with an appropriate cost index for the region. Together these are used to form the basis of a management valuation for infrastructure asset classes in each of the intervening years. With respect to the valuation of the land and improvements and buildings asset classes in the intervening years, management engage independent, professionally qualified valuers (Australis Advisory Group) to perform a "desktop" valuation. A desktop valuation involves management providing updated information to the valuer regarding additions, deletions and changes in assumptions such as useful life, residual value and condition rating. The valuer then determines suitable indices which are applied to each of these asset classes where material.

Further details in relation to valuers, the methods of valuation and the key assumptions used are disclosed below.

Any revaluation increment arising on the revaluation of an asset is credited to the appropriate class of the revaluation surplus, except to the extent it reverses a revaluation decrement for the class previously recognised as an expense. A decrease in the carrying amount on revaluation is charged as an expense to the extent it exceeds the balance, if any, in the revaluation surplus of that asset class.

On revaluation, accumulated depreciation is restated proportionately with the change in the carrying amount of the asset and any change in the estimate of remaining useful life. Separately identified components of assets are measured on the same basis as the assets to which they relate.

**(d) Depreciation**

Land is not depreciated as it has an unlimited useful life. Depreciation on other property, plant and equipment assets is calculated on a straight-line basis. Management believe that the straight-line basis appropriately reflects the pattern of consumption of all Council assets.

**Croydon Shire Council**  
**Notes to the Financial Statements**  
**For the Year Ended 30 June 2025**

**10 Fair Value Measurements**

Council measures and recognises the following assets at fair value on a recurring basis:

Land	Buildings	Road and Bridge Network
Land Improvements	Water	Other Infrastructure Assets

Council does not measure any liabilities at fair value on a recurring basis. Council has assets and liabilities which are not measured at fair value, but for which fair values are disclosed in other notes.

The carrying amounts of trade receivables and trade payables are assumed to approximate their fair values due to their short-term nature (Level 2).

In accordance with AASB 13 *Fair Value Measurements*, assets and liabilities are categorised on the following basis:

- Fair value based on quoted prices (unadjusted) in active markets for identical assets or liabilities (Level 1)
- Fair value based on inputs that are directly or indirectly observable for the asset or liability (Level 2)
- Fair value based on unobservable inputs for the asset and liability (Level 3)

Fair values of assets are determined using valuation techniques which maximise the use of observable data, where it is available, and minimise the use of entity specific estimates. If all significant inputs required to fair value an asset are observable, the asset is included in level 2. If one or more significant inputs are not based on observable market data, the asset is included in level 3. This is the case for infrastructure assets, which are of a specialist nature for which there is no active market for similar or identical assets. These assets are valued using a combination of observable and unobservable inputs.

The following table categorises fair value measurements as level 2 and level 3 in accordance with AASB 13. Council does not have any assets or liabilities measured at fair value which meet the criteria for categorisation as level 1.

The table presents the Council's assets and liabilities measured and recognised at fair value at 30 June.

		Note	Level 2		Level 3		TOTAL	
			Significant Other Observable Inputs		Significant Unobservable Inputs			
			\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
			2025	2024	2025	2024	2025	2024
Recurring Fair Value Measurements								
Land	9		485	652	-	-	485	652
Land Improvements	9		-	-	291	328	291	328
Buildings	9		-	-	17,137	16,728	17,137	16,728
Road and Bridge Network	9		-	-	88,865	86,525	88,865	86,525
Water	9		-	-	20,829	20,173	20,829	20,173
Other Infrastructure Assets	9		-	-	8,147	7,444	8,147	7,444
			485	652	135,269	131,198	135,754	131,850

There were no transfers between levels. Council's policy is to recognise transfers in and out of the fair value hierarchy levels as at the end of the reporting period.

**Valuation techniques used to derive fair values for level 2 and level 3 valuations**

**Land (Level 2)**

Council obtains independent valuation at least every five years for all Council properties. Australis Advisory Group undertook a desktop valuation of land effective 30 June 2025 and recommended that the land values remain unchanged.

**Valuation / Revaluation Methodologies - Market Approach (Level 2)**

Utilises prices gathered by way of market transaction evidence involving similarly comparable assets. Approaches under this methodology may include Direct Comparison, Summation or Income Capitalisation, all of which are accepted under the Australian Accounting Standards and Australian Property Institute guidelines.

Direct Comparison Approach utilises sales evidence of similar properties as a basis of comparison in order to arrive at a value. The Valuer analyses these sales and characteristics against that of the subject property, applying adjustments for differences in attributes where necessary. The Summation Approach measures value by adding together the land value and the depreciated value of the improvements. Typically improved sales are analysed to a separate land and buildings apportioned value and/or vacant land sales are utilised to arrive at the land component of the sale providing a residual improvements value. This method draws on elements of Direct Comparison.

The reliance that can be applied to comparable market data in the valuation process is determined by comparing various characteristics of the property being utilised as evidence, and the subject asset.

**Buildings and Other Infrastructure Assets (Level 3)**

Council obtains independent comprehensive valuation at least every 5 years for all Council properties. An independent indexation report has been provided by Australis Advisory Group for 2024 and 2025 financial years. The cumulative movement in the indexation of 5.46% for residential buildings and 6.48% for non-residential buildings has been defined as material and applied to the asset values as at 30 June 2025.

**Croydon Shire Council**  
**Notes to the Financial Statements**  
**For the Year Ended 30 June 2025**

**10 Fair Value Measurements (continued)**

**Valuation / Revaluation Methodologies - Current Replacement Cost Approach (Level 3):**

For many assets such as specialised / government assets, there may not be readily available market evidence of similar assets that satisfy the definition of market value. In this instance the cost approach is considered the most reliable way to measure Fair Value.

The Current Replacement Cost Approach determines the cost to a market participant (buyer) to acquire or construct a substitute asset of comparable utility/service potential, adjusted (depreciated) for obsolescence. Depreciation adjustments to measure the Fair Value of an asset typically take into account Physical Deterioration, Functional and Economic Obsolescence.

The Current Replacement Cost can be determined as the cost per unit of service potential of the most appropriate modern replacement asset (adjusted for any difference in future service potential), or as the cost of reproducing or replicating the future service potential of the asset.

**Infrastructure Assets (Level 3)**

All Council Infrastructure assets categorised as Water assets and Road, Bridge and Drainage assets were fair valued using written down current replacement cost. This valuation comprises the asset's current replacement cost (CRC) less accumulated depreciation calculated on the basis of such cost to reflect the already consumed or expired future economic benefits of the asset. Council first determined the gross cost of replacing the full service potential of the asset and then adjusted this amount to take account of the expired service potential of the asset.

CRC was measured by reference to the lowest cost at which the gross future economic benefits of the asset could currently be obtained in the normal course of business. Where existing assets were over designed, had excess capacity, or were redundant an adjustment was made so that the resulting valuation reflected the cost of replacing the existing economic benefits based on an efficient set of modern equivalent assets to achieve the required level of service output within the Council's planning horizon.

**1 (a) Road and Bridge Network (Level 3) - Calculation of Current Replacement Cost**

*Current Replacement Cost*

Council obtains independent comprehensive valuation at least every 5 years for all Council assets. An independent indexation report has been provided by Australis Advisory Group for 2024 and 2025 financial years. The cumulative movement in the indexation of 4.41% has been defined as material and applied to the asset values as at 30 June 2025. Due to the predominantly specialised nature of such assets, all infrastructure valuations were undertaken on a Cost Approach to valuation. The cost approach is deemed a Level 3 input. Under this approach, the following process was adopted.

*Significant Inputs:*

- Economic Useful Life (EUL) Assessment
- Remaining Service Potential (RSP) Assessment
- Optimised Replacement Cost (ORC) Analysis

**Economic Useful Life (EUL) Assessment**

The economic useful life has been assessed based on the aforementioned asset hierarchy, road type segregation and componentisation. These lives were initially measured utilising historical renewal data, regional aggregated data, published failure rates, and supplied data. These inputs were then supplied to Council engineering staff for input and review.

Hierarchy	Component	Useful Life (Years)
Sealed	Top Seal	20
Sealed	Base Seal	80
Sealed	Pavement	80
Sealed	Formation	Unlimited
Gravel	Pavement	50
Gravel	Gravel (Surface)	20
Gravel	Formation	Unlimited
Formed	Formation	Unlimited

**Remaining Service Potential (RSP) Assessment**

A condition assessment was applied, which is based on factors such as the age of the asset, overall condition as noted by the Valuer during inspection, economic and/or functional obsolescence. The condition assessment directly translates to the level of depreciation applied.

*Accumulated Depreciation*

To calculate the appropriate amount of accumulated depreciation, assets were either subject to a site inspection or an assessment to determine remaining useful life. Where site inspections were conducted (i.e. for sampled visible assets), the assets were allocated a condition assessment, which was used to estimate remaining useful life.



**Croydon Shire Council**  
**Notes to the Financial Statements**  
**For the Year Ended 30 June 2025**

**10 Fair Value Measurements (continued)**

**Optimised Replacement Cost (ORC) Analysis**

While the replacement cost of the assets could be supported by market supplied evidence (level 2), the other unobservable inputs (such as estimates of useful life and asset condition) were also required (level 3).

The optimised replacement cost has been calculated with reference to unit rates calculated in consultation with Council. These rates assume an incremental Greenfields approach and exclude Brownfield cost components. Engineering staff of Council have been involved as much as possible when developing the unit rates and relied on a combination of sources, cost guides, historical costs, contractor rates, future works, regional information and the QLD Road Alliance project data. The primary factors used in assumptions on unit rates are below:

- Source of raw material, most has been sourced locally from gravel pits for unsealed roads.
- Source of water available at low to moderate cost for rural road works (<15km).
- Contract crushing utilised for road sealing aggregate and aggregation of sealing projects and renewals to reduce low quantity works and increase economies of scale.
- Quality of material utilised in pavement construction and extent of compaction of formation varied based on road type and hierarchy.

Infrastructure assets were componentised where required with unit rates applied to the individual components in order to determine the replacement cost.

**1(b) Road, Bridge and Drainage Network - Unobservable Inputs**

As detailed above Council's roads, drainage and bridge network has been valued using written down current replacement cost. This method utilises a number of inputs that require judgement and are therefore classed as unobservable. While these judgements are made with the greatest care, and based upon years of experience, different judgements could result in a different valuation.

**2(a) Water - Calculation of Current Replacement Cost**

*Current Replacement Cost*

Council obtains independent comprehensive valuation at least every 5 years for all Council assets. An independent indexation report has been provided by Australis Advisory Group for 2024 and 2025 financial years. The cumulative movement in the indexation of 4.49% has been defined as material and applied to the asset values as at 30 June 2025. Due to the predominantly specialised nature of such assets, all infrastructure valuations were undertaken on a Cost Approach to valuation. The cost approach is deemed a Level 3 input. Under this approach, the following process was adopted.

Significant Inputs:

- Economic Useful Life (EUL) Assessment
- Remaining Service Potential (RSP) Assessment
- Optimised Replacement Cost (ORC) Analysis

**Economic Useful Life (EUL) Assessment**

The economic useful life has been assessed based on the aforementioned asset hierarchy, water and sewerage type segregation and componentisation. These lives were initially measured utilising historical renewal data, regional aggregated data, published failure rates, and supplied data, these inputs were then supplied to Council engineering staff for input and review.

Hierarchy	Component	EUL (Years)
Reticulation	Main	80
Reticulation	Water Meters	25
Reticulation	Point Assets (Valves, Manholes)	20-80
Active Water Assets	Structures, Pumps, Electrical	5-80
Active Sewer Assets	Structures, Pumps, Electrical	10-80

**Remaining Service Potential (RSP) Assessment**

A condition assessment was applied, based on factors such as the age of the asset, overall condition as noted by the Valuer during inspection, economic and/or functional obsolescence. The condition assessment directly translates to the level of depreciation applied.

*Accumulated Depreciation*

To calculate the appropriate amount of accumulated depreciation, assets were either subject to a site inspection or an assessment to determine remaining useful life. Where site inspections were conducted (i.e. for sampled visible assets), the assets were allocated a condition assessment, which was used to estimate remaining useful life.

**Optimised Replacement Cost (ORC) Analysis**

While the replacement cost of the assets could be supported by market supplied evidence (level 2), the other unobservable inputs (such as estimates of useful life and asset condition) were also required (level 3).

The optimised replacement cost has been calculated with reference to unit rates for network assets calculated in consultation with CSC, and lump sum figures for complex assets. The rates assume an incremental Greenfields approach and exclude Brownfield cost components. The valuer have involved the Council's engineering team as much as possible when developing the unit rates and relied on a combination of sources, cost guides, historical costs, contractor rates, future works and regional information.

**2(b) Water - Unobservable Inputs**

The method used to value Council's water assets utilises a number of inputs that require judgement and are therefore classed as unobservable. While these judgements are made with the greatest care, and based upon years of experience, different judgements could result in a different valuation.

**Croydon Shire Council**  
**Notes to the Financial Statements**  
**For the Year Ended 30 June 2025**

	<b>2025</b> <b>\$'000</b>	<b>2024</b> <b>\$'000</b>
<b>11 Contract Balances</b>		
<b>(a) Contract Assets</b>		
Contract Assets	4,581	892
	<u>4,581</u>	<u>892</u>
<b>(b) Contract Liabilities</b>		
Funds received upfront to construct or restore Council controlled assets.	1,268	115
Non-capital performance obligations not yet satisfied	12,328	50
	<u>13,596</u>	<u>165</u>
Revenue recognised that was included in the contract liability balance at the beginning of the year.		
Funds received upfront to construct or restore Council controlled assets.	115	971
Non-capital performance obligations not yet satisfied	50	3
	<u>165</u>	<u>974</u>

**Satisfaction of contract liabilities**

The contract liabilities in relation to capital grants relate to funding received prior to the work being performed since revenue is recognised as Council constructs the assets. Council expects to recognise the contract liability as income in the next financial year.

**(c) Significant Changes in Contract Balances**

Council has completed works related to the significant advance payment of flood restoration funds paid in the previous financial year enabling the recognition of the associated revenue. As expenditure on those projects has now exceeded the grants received to date, Council has recognised an asset relating to the funds owing.

**12 Trade and Other Payables**

Creditors and Accruals	1,968	2,643
	<u>1,968</u>	<u>2,643</u>

Creditors are recognised upon receipt of goods or services ordered and are measured at the agreed purchase / contract price net of applicable discounts other than contingent discounts. Amounts owing are unsecured and are generally settled on 30 day terms.

**13 Provisions**

**Long Service Leave**

The provision for long service leave represents the present value of the estimated future cash outflows to be made in respect of services provided by employees up to the reporting date. The liability is calculated using current pay rates and projected future increases in those rates and includes related employee on-costs. The estimates are adjusted for the probability of the employee remaining in the Council's employment or other associated employment which would result in the Council being required to meet the liability. Adjustments are then made to allow for the proportion of the benefit earned to date, and the result is discounted to present value. The interest rates attaching to Commonwealth Government guaranteed securities at the reporting date are used to discount the estimated future cash outflows to their present value.

Where employees have met the prerequisite length of service and Council does not have an unconditional right to defer this liability beyond 12 months long service leave is classified as a current liability. Otherwise it is classified as non-current.

**Refuse Dump Restoration**

Provision is made for the cost of restoration of refuse dumps and quarries where it is probable the Council will be liable, or required, to incur cost on the cessation of use of these facilities. The provision is measured at the expected cost of the work required, discounted to current day values using the interest rates attaching to Commonwealth Government guaranteed securities with a maturity date corresponding to the anticipated date of restoration. The refuse restoration closing balance of \$142,098 is the present value of the estimated cost of restoring the refuse disposal site to a useable state at the end of its useful life.

**Croydon Shire Council**  
**Notes to the Financial Statements**  
**For the Year Ended 30 June 2025**

**13 Provisions (continued)**

The provision represents the present value of the anticipated future costs associated with the closure of the dump sites, decontamination and monitoring of historical residues and leaching on these sites. The calculation of this provision requires assumptions such as application of environmental legislation, site closure dates, available technologies and engineering cost estimates. These uncertainties may result in future actual expenditure differing from amounts currently provided. Because of the long-term nature of the liability, the most significant uncertainty in estimating the provision is the costs that will be incurred. The provision recognised for dump sites is reviewed at least annually and updated based on the facts and circumstances available at the time. Management estimates that the site will close in 2033 and that the restoration will occur progressively over the subsequent three years.

As refuse dumps are on State reserves which the Council does not control, the provision for restoration is treated as an expense in the year the provision is first recognised.

	Note	2025 \$'000	2024 \$'000
<b>Current</b>			
Long Service Leave		206	214
Annual Leave		399	328
Other Employee Entitlements		11	8
		<u>616</u>	<u>550</u>
<b>Non-Current</b>			
Long Service Leave		105	45
Refuse Restoration		142	136
		<u>247</u>	<u>181</u>
Details of Movements in non-employee benefit provisions:			
<b>Refuse Restoration</b>			
Balance at Beginning of Financial Year		136	145
Increase / (Decrease) in Provision		6	(9)
Balance at End of Financial Year		<u>142</u>	<u>136</u>

**14 Revaluation Surplus**

The asset revaluation surplus comprises revaluation movements on property, plant and equipment.

The closing balance of the revaluation surplus comprises the following asset categories:

Land	264	264
Land Improvements	271	271
Buildings	7,701	6,760
Road, Drainage and Bridge Network	77,222	73,493
Water	14,313	13,421
Other Infrastructure Assets	5,243	4,712
	<u>105,013</u>	<u>98,919</u>

**15 Commitments for Expenditure**

Contractual commitments at end of financial year but not recognised in the financial statements are as follows:

Significant Plant and Equipment (Ordered but not yet delivered)	616	201
Building Works Orders	3,371	80
Significant Roadworks and Resealing Purchase Orders	31	718
	<u>4,018</u>	<u>999</u>



**Croydon Shire Council**  
**Notes to the Financial Statements**  
**For the Year Ended 30 June 2025**

**16 Contingent Liabilities**

Details and estimates of maximum amounts of contingent liabilities are as follows:

**Local Government Mutual**

Council is a member of the local government mutual liability self-insurance pool, LGM Queensland. In the event of the pool being wound up or it is unable to meet its debts as they fall due, the trust deed and rules provide that any accumulated deficit will be met by the individual pool members in the same proportion as their contribution is to the total pool contributions in respect to any year that a deficit arises.

As at 30 June 2025 the financial statements reported an accumulated surplus and it is not anticipated any liability will arise.

**Local Government Workcare**

Council is a member of the Queensland local government workers' compensation self-insurance scheme, Local Government Workcare. Under this scheme Council has provided an indemnity towards a bank guarantee to cover bad debts which may remain should the self insurance licence be cancelled and there was insufficient funds available to cover outstanding liabilities. Only the Queensland Government's workers' compensation authority may call on any part of the guarantee should the above arise. Council's maximum exposure to the bank guarantee is \$88,382.

**17 Superannuation**

Council contributes to the Brighter Super Regional Defined Benefits Fund (the scheme), at the rate of 12% for each permanent employee who is a defined benefit member. This rate is set in accordance with the Brighter Super trust deed and may be varied on the advice of an actuary. The Regional Defined Benefits Fund is a complying superannuation scheme for the purpose of the Commonwealth Superannuation Industry (Supervision) legislation and is also governed by the *Local Government Act 2009*. The scheme is managed by the Brighter Super trustee.

The scheme is a pooled defined benefit plan and it is not in accordance with the deed to allocate obligations, plan assets and costs at the council level.

Any amount by which the scheme is over or under funded may affect future contribution rate obligations, but has not been recognised as an asset or liability of Council.

Council may be liable to the scheme for a portion of another local governments' obligations should that local government be unable to meet them, however the risk of this occurring is extremely low and in accordance with the Brighter Super trust deed changes to Council's obligations will only be made on the advice of an actuary.

The last completed actuarial assessment of the scheme as required under Superannuation Prudential Standard 160 was undertaken as at 1 July 2024. The actuary indicated that "At the valuation date of 1 July 2024, the net assets of the scheme exceeded the vested benefits and the scheme was in a satisfactory financial position as at the valuation date." The measure of vested benefits represents the value of benefit entitlements should all participating employees voluntarily exit the scheme. Council is not aware of anything that has happened since that time that indicates the assets of the scheme are not sufficient to meet the vested benefits, as at the reporting date. No changes have been made to prescribed employer contributions which remain at 12% of employee salary or wages and there are no known requirements to change the rate of contributions.

The next triennial actuarial review is not due until 1 July 2027.

The most significant risks that may result in Brighter Super increasing the contribution rate, on the advice of the actuary, are:

Investment risk - risk that the scheme's investment returns will be lower than assumed and additional contributions are needed to fund the shortfall.

Salary growth risk - risk that wages or salaries will rise more rapidly than assumed, increasing vested benefits to be funded.

	Note	2025 \$'000	2024 \$'000
Other superannuation contributions for employees		509	542
Total superannuation contributions paid by Council	5	509	542

**Croydon Shire Council**  
**Notes to the Financial Statements**  
**For the Year Ended 30 June 2025**

**18 Leases**

Council has a lease in place for the hire of eleven rollers over a period of two years.

Council does not separate lease and non-lease components for any class of assets and has accounted for lease payments as a single component.

The right-of-use asset is measured using the cost model. 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.

The lease liability is initially recognised at the present value of the remaining lease payments at the commencement of the lease. The discount rate used is the two year Commonwealth Bond Rate.

Subsequent to initial recognition, the lease liability is measured at amortised cost using the effective interest rate method. The lease liability is re-measured whenever there is a lease modification, or change in estimate of the lease term or index upon which the lease payments are based (e.g. CPI).

	Note	2025 \$'000	2024 \$'000
<b>Right of Use Assets</b>			
Opening Balance		1,108	-
New Leases Entered Into		-	1,264
Amortisation / Depreciation Charge		(633)	(156)
Closing Balance		475	1,108

**Lease Liabilities**

The table below shows the maturity analysis of the lease liabilities based on contractual cashflows and therefore the amounts may not be the same as the recognised lease liability in the Statement of Financial Position.

	< 1 Year	1 to 5 Years	> 5 Years	Total	Carrying Amount
	\$'000	\$'000	\$'000	\$'000	\$'000
2025	505	-	-	505	505
2024	652	505	-	1,157	1,157

**19 Reconciliation of Net Result for the Year to Net Cash Flows from Operating Activities**

Net Result		5,310	(823)
Non-Cash Items:			
Amortisation	18	633	156
Depreciation	9	3,110	2,925
		3,743	3,081
Investing and Development Activities:			
Profit on Disposal of Assets		(183)	(146)
Capital Grants and Contributions	4	(2,932)	(3,325)
		(3,115)	(3,471)
Changes in Operating Assets and Liabilities:			
(Increase) / Decrease in Receivables	8	567	(680)
(Increase) / Decrease in Inventory		19	(27)
Increase in Other Assets		(3)	(9)
Decrease in Contract Assets (Operating)		(3,425)	1,294
Increase / (Decrease) in Payables	12	(674)	1,628
Increase in Contract Liabilities (Operating)		12,278	47
Increase in Provisions	13	132	106
		8,894	2,359
Net Cash Inflow from Operating Activities		14,832	1,146

**Croydon Shire Council**  
**Notes to the Financial Statements**  
**For the Year Ended 30 June 2025**

**20 Changes in Accounting Policy**

There were no changes in accounting policy in the 2024/25 financial year that had a material impact on Council's financial statements.

**21 Events After the Reporting Period**

There are no material adjusting or non-adjusting events after the balance date.

**22 Transactions With Related Parties**

**(a) Transactions with Key Management Personnel (KMP)**

KMP are the Mayor, Deputy Mayor, Councillors, Chief Executive Officer, Manager Financial Services, Manager Works Services, Manager

Community Services, Manager Tourism and Marketing, and Manager Business Services. The compensation paid to KMP for 2024/25 comprises

Details of Transaction	2025	2024
	\$'000	\$'000
Short-Term Employee Benefits	1,183	1,094
Post-Employment Benefits	93	93
Long-Term Benefits	-	-
<b>Total</b>	<b>1,276</b>	<b>1,187</b>

Detailed remuneration disclosures are provided in the Annual Report

**(b) Transactions with Other Related Parties**

Other related parties include the close family members of KMP and any entities controlled or jointly controlled by KMP or their close family members. Close family members include a spouse, child and dependent of a KMP or their spouse. Details of transactions between Council and other related parties are disclosed below:

Details of Transaction	Additional Information	2025	2024
		\$'000	\$'000
Purchase of materials and services from entities controlled by KMP	22 (b) (i)	4,494	7,394
Employee expenses for close family members of KMP (9 employees)	22 (b) (ii)	350	367
Fees and charges charged to KMP and entities controlled by KMP	22 (b) (iii)	2	11
<b>Total</b>		<b>4,846</b>	<b>7,772</b>

(i) Council purchased the following material and services from entities that are controlled by KMP. All purchases were at arm's length and were in the normal course of Council operations:

Contracting Services (machinery hire and trade services)	4,247	7,189
Goods / Supplies	247	205
<b>Total</b>	<b>4,494</b>	<b>7,394</b>

The 2023/24 values are presented on an accrual basis.

(ii) All close family members of KMP were employed through an arm's length process. They are paid in accordance with the Award for the job they perform. Council employs 63 staff of which only 6 are close family members of key management personnel.

(iii) The fees and charges charged to entities controlled by key management personnel were on an arm's length basis in accordance with the schedule of fees and charges adopted by Council. The total disclosed includes the following:

- Private Works Fees	1	10
- Agistment Fees (Prepaid by Services)	1	1
	<b>2</b>	<b>11</b>

**(c) Outstanding Balances**

Debtor amounts outstanding total \$110 and relates to private works conducted in accordance with Council's Private Works Policies.

**(d) Loans and Guarantees to / from Related Parties**

Council does not make loans or receive loans from related parties. No guarantees have been provided.

**(e) Transactions with Related Parties that have not been Disclosed**

Most of the entities and people that are related parties of Council live and operate within Croydon Shire. Therefore, on a regular basis ordinary citizen transactions occur between Council and its related parties. Some examples include:

- Payment of rates
- Normal fees and charges
- Normal use of Council's sport and recreational facilities
- Private works conducted on commercial terms

Council has not included these types of transactions in its disclosure, where they are made on the same terms and conditions available to the general public.



**Croydon Shire Council**  
**Notes to the Financial Statements**  
**For the Year Ended 30 June 2025**

**23 Financial Instruments and Financial Risk Management**  
**(a) Financial Assets and Financial Liabilities**

Council's financial assets and liabilities includes: cash, receivables and payables.

The associated risks from these instruments are disclosed in this note, specific information required by AASB 7 is included in the relevant note where appropriate. Council has exposure to three types of risk from financial instruments; interest rate risk, credit risk, and liquidity risk.

**Risk Management Framework**

Council is responsible for the establishment and oversight of the risk management framework, together with developing and monitoring risk management policies. Council's risk management policies are established to identify and analyse the risks faced, to set appropriate limits and controls, and to monitor these risks and adherence against limits. Council aims to manage volatility to minimise potential adverse effects on financial performance.

Council's audit and risk committee oversees how management monitors compliance with risk management policies and procedures, and reviews the adequacy of the risk management framework. The committee is assisted in its oversight role by internal audit. Internal audit undertakes both regular and adhoc reviews of risk management controls and procedures, the result of which are reported to the audit and risk committee.

**Credit Risk**

Credit risk is the risk of financial loss if a counterparty to a financial instrument fails to meet its contractual obligations. These obligations arise principally from the council's investments and receivables. Exposure to credit risk is managed through regular analysis of credit counterparty ability to meet payment obligations.

Investments in financial instruments are required to be made with Queensland Treasury Corporation (QTC) or financial institutions in Australia, in line with the requirements of the *Statutory Bodies Financial Arrangements Act 1982*. No collateral is held as security relating to the financial assets held by Croydon Shire Council. The carrying amount of financial assets at the end of the reporting period represent the maximum exposure to credit risk.

**Liquidity Risk**

Liquidity risk is the risk that the Council will encounter difficulty in meeting the obligations associated with its financial liabilities that are settled by delivering cash or another financial asset. Council's approach to managing liquidity is to ensure, as far as possible, that it will have sufficient liquidity to meet its liabilities when they are due, under both normal and stressed conditions, without incurring unacceptable losses or risking damage to Council's reputation.

**Market Risk**

Market risk is the risk that changes in market indices, such as interest rates, will affect the Council's income or the value of its holdings of financial instruments.

*Interest Rate Risk* - Council is exposed to interest rate risk through investments with QTC and other financial institutions. Council has access to a mix of variable and fixed rate funding options through QTC so that interest rate risk exposure can be minimised.

*Sensitivity* - Movements in interest rates are unlikely to have a significant effect on Council's equity or net result as they only impact interest on investments.

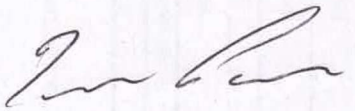
**Croydon Shire Council  
Financial Statements  
For the Year Ended 30 June 2025**

**Management Certificate  
For the Year Ended 30 June 2025**

These general purpose financial statements have been prepared pursuant to sections 176 and 177 of the *Local Government Regulation 2012* (the Regulation) and other prescribed requirements.

In accordance with section 212(5) of the Regulation we certify that:

- (i) the prescribed requirements of the *Local Government Act 2009* and *Local Government Regulation 2012* for the establishment and keeping of accounts have been complied with in all material respects; and
- (ii) the general purpose financial statements, as set out on pages 2 to 22, present a true and fair view, in accordance with Australian Accounting Standards, of the Council's transactions for the financial year and financial position at the end of the year.



Mayor  
Trevor J Pickering

23 October 2025



Chief Executive Officer  
Jacqui Cresswell

23 October 2025

## INDEPENDENT AUDITOR'S REPORT

To the councillors of Croydon Shire Council

### Report on the audit of the financial report

#### Opinion

I have audited the financial report of Croydon Shire Council.

The financial report comprises the statement of financial position as at 30 June 2025, the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, notes to the financial statements including material accounting policy information and the certificate given by the Mayor and Chief Executive Officer.

In my opinion, the financial report:

- a) gives a true and fair view of the council's financial position as at 30 June 2025, and of its financial performance for the year then ended; and
- b) complies with the *Local Government Act 2009*, the Local Government Regulation 2012 and Australian Accounting Standards.

#### Basis for opinion

I conducted my audit in accordance with the *Auditor-General Auditing Standards*, which incorporate the Australian Auditing Standards. My responsibilities under those standards are further described in the *Auditor's responsibilities for the audit of the financial report* section of my report.

I am independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants (including Independence Standards)* (the Code) that are relevant to my audit of the financial report in Australia. I have also fulfilled my other ethical responsibilities in accordance with the Code and the *Auditor-General Auditing Standards*.

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

#### Other information

The councillors are responsible for the other information.

The other information comprises the information included in the entity's annual report for the year ended 30 June 2025, but does not include the financial report and our auditor's report thereon.

At the date of this auditor's report, the available other information in Croydon Shire Council's annual report for the year ended 30 June 2025 was the current year financial sustainability statement, current year financial sustainability statement - contextual ratios (unaudited) and unaudited long-term financial sustainability statement.



My opinion on the financial report does not cover the other information and accordingly I do not express any form of assurance conclusion thereon. However, as required by the Local Government Regulation 2012, I have formed a separate opinion on the current year financial sustainability statement.

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

If, based on the work I have performed, I conclude that there is a material misstatement of this information, I am required to report that fact. I have nothing to report in this regard.

### **Responsibilities of the councillors for the financial report**

The councillors are responsible for the preparation of the financial report that gives a true and fair view in accordance with the *Local Government Act 2009*, the Local Government Regulation 2012 and Australian Accounting Standards, and for such internal control as the councillors determine is necessary to enable the preparation of the financial report that is free from material misstatement, whether due to fraud or error.

The councillors are also responsible for assessing the council's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless it is intended to abolish the council or to otherwise cease operations of the council.

### **Auditor's responsibilities for the audit of the financial report**

My objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

A further description of my responsibilities for the audit of the financial report is located at the Auditing and Assurance Standards Board website at:

[https://www.auasb.gov.au/auditors\\_responsibilities/ar4.pdf](https://www.auasb.gov.au/auditors_responsibilities/ar4.pdf)

This description forms part of my auditor's report.

### **Report on other legal and regulatory requirements**

In accordance with s. 40 of the *Auditor-General Act 2009*, for the year ended 30 June 2025:

- a) I received all the information and explanations I required
- b) I consider that, the prescribed requirements in relation to the establishment and keeping of accounts were complied with in all material respects.

### **Prescribed requirements scope**

The prescribed requirements for the establishment and keeping of accounts are contained in the *Local Government Act 2009*, and the Local Government Regulation 2012. The applicable requirements include those for keeping financial records that correctly record and explain the council's transactions and account balances to enable the preparation of a true and fair financial report.



27 October 2025

David Adams  
as delegate of the Auditor-General

Queensland Audit Office  
Brisbane

Croydon Shire Council  
 Current-Year Financial Sustainability Statement - Audited Ratios  
 For the Year Ended 30 June 2025

Type	Measure	Target (Tier 7)	Actual Current Year	5-Year Average	Council Narrative
Liquidity	Unrestricted Cash Expense Cover Ratio	Greater than 4 months	8.96 months	Not Required	
Operating Performance	Operating Surplus Ratio	Contextual	8.97%	2.61%	Higher operational grants for the year has resulted in a larger than normal operating surplus.
	Operating Cash Ratio	Greater than 0%	18.84%	13.33%	Operating cash ratio remains strong.
Asset Management	Asset Sustainability Ratio	Greater than 90%	13.22%	72.78%	Council's focus has been on flood restoration work which has impacted on this ratio result.
	Asset Consumption Ratio	Greater than 60%	71.70%	73.28%	This ratio is greater than the target and in line with the 5 year average.
Debt Servicing Capacity	Leverage Ratio	0 - 3 times	Not Required	Not Required	Council has no debt.

The current year financial sustainability statement is prepared in accordance with the requirements of the *Local Government Regulation 2012* and the Financial Management (Sustainability) Guideline 2024. The amounts used to calculate the reported measures are prepared on an accrual basis and are drawn from the council's audited general purpose financial statements for the year ended 30 June 2025.

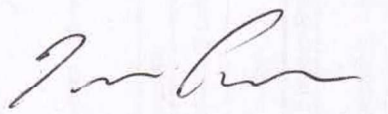


**Croydon Shire Council  
Financial Statements  
For the Year Ended 30 June 2025**

**Certificate of Accuracy - Current-Year Financial Sustainability Statement  
For the Year Ended 30 June 2025**

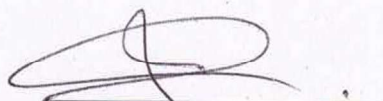
This current-year financial sustainability statement has been prepared pursuant to Section 178 of the *Local Government Regulation 2012* (the Regulation)

In accordance with Section 212(5) of the Regulation we certify that this current-year financial sustainability statement has been accurately calculated.



Mayor  
Trevor J Pickering

23 October 2025



Chief Executive Officer  
Jacqui Cresswell

23 October 2025

## INDEPENDENT AUDITOR'S REPORT

To the Councillors of Croydon Shire Council

### Report on the Current-Year Financial Sustainability Statement

#### Opinion

I have audited the accompanying current year financial sustainability statement of Croydon Shire Council for the year ended 30 June 2025, comprising the statement, explanatory notes, and the certificate of accuracy given by the Mayor and Chief Executive Officer.

In accordance with s.212 of the Local Government Regulation 2012, in my opinion, in all material respects, the current year financial sustainability statement of Croydon Shire Council for the year ended 30 June 2025 has been accurately calculated.

#### Basis of opinion

I conducted my audit in accordance with the *Auditor-General Auditing Standards*, which incorporate the Australian Auditing Standards. My responsibilities under those standards are further described in the *Auditor's responsibilities for the audit of the current year financial sustainability statement* section of my report.

I am independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board APES 110 *Code of Ethics for Professional Accountants (including Independence Standards)* (the Code) that are relevant to my audit of the statement in Australia. I have also fulfilled my other ethical responsibilities in accordance with the Code and the *Auditor-General Auditing Standards*.

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

#### Emphasis of matter – basis of accounting

I draw attention to Note 1 which describes the basis of accounting. The current year financial sustainability statement has been prepared in accordance with the Financial Management (Sustainability) Guideline 2024 for the purpose of fulfilling the council's reporting responsibilities under the Local Government Regulation 2012. As a result, the statement may not be suitable for another purpose. My opinion is not modified in respect of this matter.

#### Other Information

The councillors are responsible for the other information.

The other information comprises the information included in the entity's annual report for the year ended 30 June 2025 but does not include the financial sustainability statement and our auditor's report thereon.

At the date of this auditor's report, the available other information in Croydon Shire Council's annual report for the year ended 30 June 2025 was the general-purpose financial statements, current-year financial sustainability statement - contextual ratios (unaudited), and the unaudited long-term financial sustainability statement.

My opinion on the current year financial sustainability statement does not cover the other information and accordingly I do not express any form of assurance conclusion thereon.

However, as required by the Local Government Regulation 2012, I have formed a separate opinion on the general-purpose financial report.

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

If, based on the work I have performed, I conclude that there is a material misstatement of this information, I am required to report that fact. I have nothing to report in this regard.

**Responsibilities of the councillors for the current year financial sustainability statement**

The councillors are responsible for the preparation and fair presentation of the current year financial sustainability statement in accordance with the Local Government Regulation 2012. The councillors responsibility also includes such internal control as the councillors determine is necessary to enable the preparation and fair presentation of the statement that is accurately calculated and is free from material misstatement, whether due to fraud or error.

**Auditor's responsibilities for the audit of the current year financial sustainability statement**

My objectives are to obtain reasonable assurance about whether the current year financial sustainability statement as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this statement.

My responsibility does not extend to forming an opinion on the appropriateness or relevance of the reported ratios, nor on the council's future sustainability.

As part of an audit in accordance with the Australian Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- Identify and assess the risks of material misstatement of the statement, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the council's internal control.
- Evaluate the appropriateness of material accounting policy information used and the reasonableness of accounting estimates and related disclosures made by the council.

I communicate with the council regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.



David Adams  
as delegate of the Auditor-General

27 October 2025  
Queensland Audit Office  
Brisbane



Croydon Shire Council  
Current-Year Financial Sustainability Statement - Contextual Ratios (unaudited)  
For the Year Ended 30 June 2025

Type	Measure	Target (Tier 7)	Actual Current Year	5-Year Average	Council Narrative
Financial Capacity	Council Controlled Revenue	Contextual	4.60%	5.46%	Higher operational grants for the year has resulted in a reduction in this ratio.
	Population Growth	Contextual	-0.37%	-0.87%	Council's population is expected to remain relatively steady.
Asset Management	Asset Renewal Funding Ratio	Contextual	Not Required	Not Required	Tier 7 Councils commence reporting in FY2028

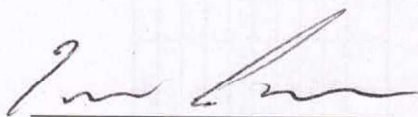
The current year financial sustainability statement - Contextual Ratios is prepared in accordance with the requirements of the *Local Government Regulation 2012* and the Financial Management (Sustainability) Guideline 2024. The amounts used to calculate the reported measures are prepared on an accrual basis and are drawn from the council's audited general purpose financial statements for the year ended 30 June 2025.

**Croydon Shire Council  
Financial Statements  
For the Year Ended 30 June 2025**

**Certificate of Accuracy - Current-Year Financial Sustainability Statement - Contextual Ratios  
For the Year Ended 30 June 2025**

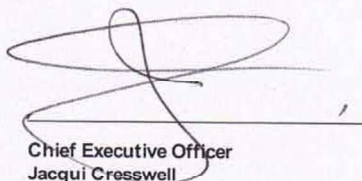
This current-year financial sustainability statement - contextual ratios has been prepared pursuant to Section 178 of the *Local Government Regulation 2012* (the Regulation)

In accordance with Section 212(5) of the Regulation we certify that this current-year financial sustainability statement - contextual ratios has been accurately calculated.



**Mayor  
Trevor J Pickering**

23 October 2025



**Chief Executive Officer  
Jacqui Cresswell**

23 October 2025

Croydon Shire Council  
Unaudited Long Term Financial Sustainability Statement  
For the Year Ended 30 June 2025

Type	Measure	Target (Tier 7)	Actual Current Year	Forecast								
			30 June 2025	30 June 2026	30 June 2027	30 June 2028	30 June 2029	30 June 2030	30 June 2031	30 June 2032	30 June 2033	30 June 2034
Financial Capacity	Council Controlled Revenue	Contextual	4.60%	5.59%	5.67%	7.41%	7.40%	7.40%	7.41%	7.41%	7.41%	7.40%
	Population Growth	Contextual	-0.37%	-0.63%	-0.63%	-0.63%	-0.63%	-0.63%	-0.63%	-0.63%	-0.63%	-0.63%
Asset Management	Asset Renewal Funding Ratio	Contextual	Not Required									
Liquidity	Unrestricted Cash Expense Cover Ratio	Greater than 4 months	Not Required									
Operating Performance	Operating Surplus Ratio	Contextual	8.97%	0.34%	0.07%	0.97%	0.97%	0.97%	0.97%	0.97%	0.95%	0.97%
	Operating Cash Ratio	Greater than 0%	18.84%	11.29%	11.18%	15.51%	15.51%	15.50%	15.51%	15.51%	15.48%	15.51%
Asset Management	Asset Sustainability Ratio	Greater than 90%	13.22%	199.69%	194.80%	190.07%	189.39%	188.72%	188.04%	187.33%	186.69%	185.98%
	Asset Consumption Ratio	Greater than 60%	71.70%	71.31%	70.79%	70.26%	69.74%	69.23%	68.73%	68.24%	67.75%	67.27%
Debt Servicing Capacity	Leverage Ratio	0 - 3 times	Not Required									

Croydon Shire Council's Financial Management Strategy

Council measures revenue and expenditure trends over time as a guide to future requirements and to make decisions about the efficient allocation of resources to ensure the most effective provision of services. Council ensures that its financial management strategy is prudent and that its long-term financial forecast shows a sound financial position whilst also being able to meet the community's current and future needs.

**Croydon Shire Council  
Financial Statements  
For the Year Ended 30 June 2025**

**Certificate of Accuracy  
For the Long-Term Financial Sustainability Statement prepared as at 30 June 2025**

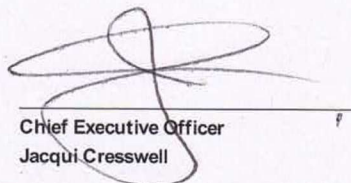
This long-term financial sustainability statement has been prepared pursuant to Section 178 of the *Local Government Regulation 2012* (the Regulation)

In accordance with Section 212(5) of the Regulation we certify that this long-term financial sustainability statement has been accurately calculated.



Mayor  
Trevor J Pickering

23 October 2025



Chief Executive Officer  
Jacqui Cresswell

23 October 2025





# Croydon Shire Council

