



# Annual Report

## 2024-2025







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# Acknowledgement of Country and Aboriginal History

**The Shire of Ashburton acknowledges all Native Title holders throughout the Shire.**

We respect and honour the Traditional Owners, Custodians, Native Land Titles, and Elders past and present.

The land comprising the Shire of Ashburton has been home to Aboriginal Australians for millennia. Sustained by bonds of kinship, language, culture, and connection to the land, the local Aboriginal peoples have demonstrated autonomy and innovation in adapting to a harsh environment.

We recognise the richness of their culture and the responsibility of all Australians to respect Aboriginal heritage.

We acknowledge the stories, traditions and living cultures of Aboriginal peoples on this land and commit to building a brighter future together.



# introduction

**The Shire of Ashburton is pleased to present our Annual Report for the 2024–2025 financial year.**

The Annual Report details our progress, activities and achievements throughout the 2024–2025 financial year which align to our Strategic Community Plan 2022-2032. The Strategic Community Plan 2022-2032 can be downloaded from our website.

Our financial statements have been certified by an independent auditor.

The Annual Report has been prepared in accordance with the *Local Government Act 1995*.









# *about* the Shire of Ashburton

**The Shire of Ashburton continues to be a driving force of the Pilbara region and Western Australian economy.**

Our Shire delivers 40% to the Gross Regional Product of the Pilbara region and 9.5% to the WA economy. Our economy is not only growing, but also providing a diverse range of opportunities.

Encompassing the towns of Tom Price, Onslow, Paraburdoo and Pannawonica, our residents boast a unique lifestyle,

living next door to Karijini and Millstream Chichester National Parks and availing themselves of the idyllic coastal living found in a community which extends from reef to range.

Council continues to drive, attract and source investment to the region to ensure ongoing expansion of services, accessibility, commercialisation and industry continues to grow along with our community's overall health and wellbeing.



# Shire President's *report*



**It has been a year of growth, renewal and community spirit across the Shire of Ashburton. As we reflect on 2024–25, I am proud of the progress we have made and the strong foundations we are building for the future.**

This year's Annual Budget was adopted with \$57 million allocated to capital works programs. The budget was carefully structured to support growth across the Shire, with a focus on strengthening existing infrastructure while delivering new community resources. Importantly, despite increasing cost-of-living pressures, Council resolved not to increase residential rates and waste collection charges.

Our \$57 million capital works program represents an ambitious investment in our communities. More than \$10 million has been directed towards housing and accommodation projects, recognising their importance in attracting and retaining staff across our towns. In addition, over \$15 million has been allocated to roads, ensuring we continue to improve the connectivity and safety of our

regional network – critical to our economic success.

This year, we have seen significant progress on key community projects, including the Minna Oval Sports Club, the Onslow Men's Shed, upgrades to the Onslow Ocean View Caravan Park, and bike park developments in both Onslow and Paraburdoo. Planning has also advanced on several major projects – the new Onslow Town Jetty, airport runway upgrades, the Onslow Streetscape development and the Pannawonica Bike Park.

Beyond infrastructure, the Shire has continued to foster strong community connections through a diverse range of events and initiatives. This year, we proudly restored the historic Wittenoom Fire Truck, preserving an iconic piece of our heritage for future generations. We marked 100 years of Onslow with

a vibrant community celebration that brought the town to life, and we successfully secured two new hospitals – a milestone achievement that places the health and wellbeing of Tom Price and Paraburdoo residents at the forefront, while continuing to advocate for greater medical services across the Pilbara.

We also completed upgrades to ANZAC Park in Onslow, creating a welcoming green space designed for both community use and future activations. This revitalised space became the heart of one of the largest ANZAC Day commemorations Onslow has ever seen.

A standout achievement was the creation of the AY! Youth brand, which ensures young people aged 12–25 have a strong and recognised voice within our Shire. This initiative empowers our Youth to shape

the future of our four towns and represents an exciting step towards intergenerational leadership and engagement.

The 2024–25 annual report enables us to deliver projects that meet the needs of today while ensuring sustainability and opportunity for future generations. The past year reflects our commitment to supporting liveability, enhancing services, and continuing to provide new opportunities across our district.

Many of the projects we are able to deliver to our community would not be possible without partnership and funding agreements with major resource companies and the State.

I am confident that with continued collaboration and strategic planning, we will further our mission of making Ashburton a place where community spirit thrives, and sustainable

development is a cornerstone of our success.

I am proud to lead Council and we look forward to continued partnership, development, and progression across our towns of Tom Price, Onslow, Paraburdoo and Pannawonica for the benefit of our communities, our Shire, and the State. Together, we are shaping a thriving and resilient future for our towns.

**Audra Smith**  
Shire President



# Chief Executive Officer's *report*



**As the newly appointed Chief Executive Officer of the Shire of Ashburton, I am both honoured to present my first contribution to the Annual Report.**

Although I have only been in the role for four months, I have been impressed by the dedication of Council, staff and our community

in working together to deliver outcomes that matter.

This report reflects a year of significant achievement and progress for the Shire. My focus moving forward is on building on this success, strengthening the solid foundations already in place, and continuing to deliver projects and services that enhance the liveability of our towns.

A key priority will be to advocate for the future needs of our region, ensuring our communities remain well-supported and resilient in the face of growth and change. Achieving this requires us to work in partnership – with industry, government, and our residents – so that we can maximise opportunities and create long-term benefits for the people of Ashburton.

I am looking forward to the opportunity to lead the organisation into the next chapter, supporting

Council's vision and ensuring we continue to deliver sustainable outcomes across Tom Price, Onslow, Paraburdoo and Pannawonica.

Together, we will build on what has already been achieved and create new opportunities for our communities to thrive.

**Keith Woodward**  
Chief Executive Officer









# Achievements and *highlights*

This financial year has been one of growth and celebration for the Shire of Ashburton. In partnership with key stakeholders, we have upgraded key community infrastructure while continuing to provide our communities with resources and programs across Tom Price, Paraburdoo, Onslow and Pannawonica.



## A Win for Tom Price and Paraburdoo: Campaign Delivers Two Hospitals

In July 2024, the Shire of Ashburton as welcomed the State Government's announcement of tender to deliver both Paraburdoo and Tom Price hospitals. With contractors appointed in November, this news comes by consequence of a rigorous campaign, 'Bandages Won't Fix Broken Promises' launched by the Shire, calling upon the Cook Government to make good on their 2021 election promise.

The Shire will continue to work with the State Government and other partners to ensure this critical infrastructure project meets the highest standards for the Ashburton community.



## ANZAC Park Upgrades

Early in 2025, Onslow's ANZAC Memorial Park received a major upgrade alongside the Ocean View Caravan Park. With footpaths, irrigation, and landscaping finalised, the Park is now an enhanced space for community events and gatherings and has been home to our Onslow Gala and Reconciliation Week activations already since its completion in April.



## Ashburton Youth Brand Rollout

After close consultation with our Youth aged 12-25 in all four towns, the Shire of Ashburton proudly rolled out our new Youth Branding in March 2025, AY!. Aligned with the goals of the Youth Strategy 2023-2025, this new brand aims to create a strong, unified identity that reflects the unique voices and aspirations of our Youth, representing the Shire's ongoing dedication to building connected and inclusive communities.

From merchandise to updated programs, the brand is by Youth, for Youth, and has been excitedly taken up by all members of our community. Keep an eye out for AY! initiatives on our channels.





## 100 Years of Onslow

A time for celebration, the Shire of Ashburton has been proudly commemorating a century of Onslow – our resilient coastal town rich in history, community spirit and natural beauty. From pearling days to pastoral life, Onslow has weathered cyclones, fires and floods, emerging stronger than ever.

We've marked this milestone in unforgettable ways: in January, our Australia Day activations had a 100 Year twist, with the much-anticipated return of the Onslow Regatta after a 14-year hiatus! Moving along to April, the ANZAC Day long weekend came stacked with a full 100 Year calendar. Starting with our annual Dawn Service at the stunning ANZAC Memorial Park, the town came alive the next day with the 100 Year Festival celebrating a century of history, stories and community spirit. With local history displays, live music from the Black Sorrows, activations for Youth and a firework display, the night was completely unforgettable.

More recently at the end of May, we held out annual Onslow Gala, revamped to celebrate 100 years since the opening of the original Jetty! A luxe event that boasted a live jazz band, a vibrant DJ set, beautifully curated grazing tables, and 200 of our community dressed to the nines.

These events have not only brought our community together but have also firmly placed Onslow on the map as a unique tourism destination in the Pilbara, one that embraces its heritage while looking boldly toward the future.



## Bringing the Wittenoom Fire Truck Home

This year marked the exciting conclusion of a story almost three years in the making. In May 2025, the Wittenoom Fire Truck returned to the Shire of Ashburton after a restoration journey that took it all the way to Perth.

Acquired in 2021, this vehicle represents a significant part of both the region's mining heritage and the Shire's history. The team at Premier Truck Painters diligently brought this Pilbara icon back to life, refabricating the chassis and engine, custom-building and installing a new radiator, specially fabricating hoses and hinges, restoring springs, fitting a new Bedford badge, custom building seat boards, supervising new mechanical upgrades including pressure gauges and a fuel tank, and priming the body before its final coat of fire-engine-red paint. The result is a truck that is both a true homage to the past and an exciting look into the future of our emergency services.

Now back in the Pilbara, the truck rests just over 100 kilometres from where it once carried out most of its life-saving duties.







## Creating a Safe and Healthy Workplace

The Shire remains committed to providing a safe, healthy, and supportive environment for all workers. This year, the Shire achieved several significant milestones that reflect this commitment:

- ISO 45001 Safety Accreditation maintained across all Shire sites
- WorkSafe Gold Certification awarded for excellence in safety systems
- WorkSafe Leadership Excellence Award recognising outstanding leadership in workplace safety
- Local Government Professionals Warlang Wellbeing Award celebrating our focus on employee wellbeing

These achievements reflect our strong safety culture and benefit the communities we serve, where most of our staff live and work. They are a testament to our shared commitment to wellbeing and the value we place on a safe, resilient workplace.



# Our *council*

The Shire of Ashburton has nine elected members across six wards.



**Audra Smith**  
Shire President



**Cr Kerry White**  
Deputy Shire President  
Onslow Ward



**Cr Rory de Pledge**  
Ashburton-Tablelands  
Ward



**Cr Melanie  
Gallanagh**  
Pannawonica Ward



**Cr Linton  
Rumble JP**  
Paraburdoo Ward



**Cr Alana  
Sullivan**  
Paraburdoo Ward



**Cr Brie  
Healy**  
Tom Price Ward



**Cr Rosanne  
Kapor**  
Tom Price Ward



**Cr Matthew  
Lynch**  
Tom Price Ward

# Meeting Attendance

The table below details the total number of meetings held for each meeting type and the elected members' attendance at these meetings during 2024–2025. Not applicable (N/A) depicts that an elected member was not a member of the relevant committee.

Elected Member	Council Meetings		Committee Meetings			
	Ordinary (11)	Special Council (2)	Economic and Tourism Development (4)	Audit and Risk Management (4)	Chief Executive Officer's Recruitment and Performance Review (6)	Community Grants (2)
President Smith	11	2	4	4	5	N/A
Cr White	10	2	N/A	4	5	1
Cr de Pledge	6	2	N/A	3	N/A	N/A
Cr Gallanagh	4	2	N/A	N/A	N/A	1
Cr Rumble JP	10	2	4	N/A	5	N/A
Cr Sullivan	10	2	3	4	5	N/A
Cr Healy	10	2	2	N/A	N/A	1
Cr Kapor	10	1	N/A	N/A	N/A	N/A
Cr Lynch	10	2	4	4	5	1





# Payments

The table below details the payments made to elected members in 2024–2025 in accordance with section 5.98 of the *Local Government Act 1995* and the Salaries and Allowances Determination for Local Government Chief Executive Officers and Elected Members.

Elected Member	President Allowance (\$)	Deputy President Allowance (\$)	Annual Meeting Attendance Fees (\$)	Annual ICT Allowance (\$)	Travel Reimbursement (\$)	TOTAL (\$)
President Smith	68,552.00		33,706.00	3,120.00	4,111.17	109,489.00
Cr White		17,138.00	25,136.00	3,120.00	4,303.61	49,698.00
Cr de Pledge			25,136.00	3,120.00	1,663.07	29,919.07
Cr Gallanagh			25,136.00	3,120.00	796.76	29,052.76
Cr Rumble JP			25,136.00	3,120.00	4,840.98	33,096.98
Cr Sullivan			25,136.00	3,120.00	4,414.22	32,670.22
Cr Healy			25,136.00	3,120.00	3,429.61	31,685.61
Cr Kapor			25,136.00	3,120.00	4,325.04	32,581.04
Cr Lynch			25,136.00	3,120.00	3,910.98	32,166.98

# Conduct

Section 5.121 of the *Local Government Act 1995* requires a local government to maintain a register of complaints relating to the conduct of elected members that have resulted in an action to be undertaken.

No complaints were included on the register, and no remuneration or allowances were paid to the Local Government Standards Panel during the reporting period.



# Our organisation

## Executive Team



**Garry Hunt PSM**  
**Chief Executive Officer**  
(temporary)

- Business and Economic Development
- Airport Services
- Audit Services



**Joanne Sangster**  
**Deputy Chief Executive Officer**

- Land, Property and Regulatory Services
- Media and Communications
- Organisational Development
- Procurement



**Gavin Harris**  
**Director**  
**Infrastructure Services**

- Assets and Programming
- Fleet Services
- Roads and Civil Projects
- Town Maintenance
- Waste Services



**Chantelle McGurk**  
**Director Community**  
**Development**

- Aquatics
- Community Services
- Facilities
- Libraries
- Onslow Caravan Park and Sun Chalets



**Darren Kennedy**  
**Director**  
**Corporate Services**

- Finance
- Governance
- Records and Customer Service
- ICT Services

## Annual Salaries

Regulation 19B of the *Local Government (Administration) Regulations 1996* requires the Shire to disclose the number of:

- employees of the Shire entitled to an annual salary of \$130,000 or more
- those employees with an annual salary entitlement that falls within each band of \$10,000 over \$130,000.
- Mandatory superannuation does not form part of the annual salary.

The remuneration paid to the Chief Executive Officer during the 2024–2025 financial year was \$586,901, including allowances.

The Shire of Ashburton had two Chief Executive Officers during the reporting period, with remuneration including payout of leave entitlements.

This information is illustrated in the table at right.

Annual Salary	# of Employees
\$130,000-\$139,999	1
\$140,000-\$149,999	5
\$150,000-\$159,999	4
\$160,000-\$169,999	1
\$170,000-\$179,999	1
\$180,000-\$189,999	1
\$190,000-\$199,999	1
\$200,000-\$209,999	1
\$210,000-\$219,999	0
\$220,000-\$229,999	0
\$230,000-\$239,999	1
\$240,000-\$249,999	1
\$250,000-\$259,999	0
\$260,000-\$269,999	0
\$270,000-\$279,999	0
\$280,000-\$289,999	0
\$290,000-\$299,999	0
\$300,000-\$309,999	0
\$310,000-\$319,999	0
\$320,000-\$329,999	0
\$330,000-\$340,000	1
<b>TOTAL</b>	<b>18</b>

*Excludes allowances*

## Information Management Systems

The Shire is continuing a review of its business processes and the various systems used to capture business intelligence across the organisation. An ICT Working Group, chaired by the Director Corporate Services and consisting of ICT and information management specialists, meets on a monthly basis to ensure a coordinated and consultative approach to the implementation of business information systems at the Shire.

## Records Management

The Shire is committed to the reliable and systematic management of government records in accordance with the *State Records Act 2000* and the Shire's Recordkeeping Plan.

Training is provided to employees upon commencement and ongoing support given throughout the year. In 2024/2025, 28 records inductions were provided.

In preparation for the proposed Privacy and Responsible Information Sharing (PRIS) legislation, the Shire is continuing to review and cleanse the data within its electronic document records management system and progress actions on the PRIS Readiness Checklist.



## Freedom of Information

The *Freedom of Information Act 1992* gives the public a right to apply for access to documents held by the Shire of Ashburton. The Shire aims to make information available whenever possible, outside the freedom of information process.

The Shire received four freedom of information applications in 2024–2025. All four applications were finalised internally. One application was dealt with outside of the freedom of information process. No internal reviews were conducted.

The *Freedom of Information Act 1992* requires applications to be responded to within 45 calendar days. The Shire’s average processing time for 2024–2025 was two days.

The Shire’s Information Statement is available on the Shire’s website.

FOI Requests Received	4
Finalised Internally	4
Internal reviews	0

## Community Access and Inclusion Plan 2023–2027

The *Disability Services Act 1993* requires all local governments to develop and implement a Disability Access and Inclusion Plan (DAIP). The Shire of Ashburton adopted its Community Access and Inclusion Plan (CAIP) 2023–2027, which serves as our DAIP.

Following extensive consultation across Tom Price, Paraburdoo, Onslow and Pannawonica, the CAIP was endorsed to ensure our services, facilities, events and information are accessible and inclusive for all residents and visitors. This plan replaces the previous 2018–2022 document and outlines strategies to remove barriers and improve participation for people with disability.

### Key Achievements in 2024–2025

The Shire delivered several initiatives aligned with the CAIP, including:

#### Accessible Information

- Reviewed Shire documents and ensured statements offering alternative formats (Word, PDF, audio, Easy Read) were included. Progressed a roadmap to enhance website accessibility and improved digital access to photographs and videos.

- Libraries introduced new SPYDUS system giving access to e-resources which can be downloaded directly to users’ library cards.

#### Inclusive Events

- First Pride Month celebration in Pannawonica, promoting inclusivity and diversity.
- Introduction of sensory play activities at School Holiday Programs
- Quiet hour introduced at Ashburton Art Awards
- CAIP considered in the planning of all programs and events.

#### Infrastructure Enhancements

- Lighting upgrades to Karingal/Community Hub pathways.
- Two expression swings installed in Paraburdoo.
- Tom Price Community Centre bathroom refurbishment, including accessible amenities.

#### Community Engagement

- What’s On community meetings held monthly across towns that include Access and Inclusion stakeholders.
- Sponsorship of AWARE Gala.
- Youth Activation Networks across the Shire.

### Capacity Building

- Embracing Inclusion training provided to Shire of Ashburton staff.
- Open Doors Project provided Access and Inclusion training delivered to Shire of Ashburton staff and extended to local businesses.
- The CAIP is available in alternative formats upon request and progress is reported annually to the Department of Communities as required under the Act.





## Major Trading Undertakings

Through strategic planning and efficient execution, the Shire has effectively managed and facilitated diverse trading activities, contributing significantly to the local economy and liveability for residents and community members. Key achievements include robust financial growth, successful implementation of infrastructure projects, fostering community engagement and sustaining a thriving business environment throughout all four towns.

The Shire has two major trading undertakings:

### Onslow Airport

The Shire's objective is to maintain a safe landing airstrip and functional airport amenities conducive to the promotion of the district as a tourist and business destination. Ongoing costs are met by landing fees. Annual surpluses as determined by Council, are transferred to a cash reserve to finance future upgrades and modifications to the facility.

	2024-2025 Actual \$	2024-2025 Budget \$
<b>Operating Revenue</b>		
Airport Fees	3,702,732	3,702,700
	<b>3,702,732</b>	<b>3,702,700</b>
<b>Operating Expenditure</b>		
Airport Operations	(4,085,354)	(4,239,162)
	<b>(3,872,666)</b>	<b>(4,239,162)</b>
<b>Capital Revenue</b>		
From Cash Reserves	911,789	2,205,108
	<b>911,789</b>	<b>2,205,108</b>
<b>Capital Expense</b>		
Capital Expense	(399,174)	(1,088,808)
To Cash Reserve	(1,216,312)	(566,300)
Loan Repayments	(26,943)	(27,518)
	<b>(1,642,430)</b>	<b>(1,682,626)</b>
<b>Airport Gain / (Loss)</b>	<b>(1,113,263)</b>	<b>(13,980)</b>

## Pilbara Regional Waste Management Facility

The Shire's objective is to maintain a Class IV Waste Management Facility on the outskirts of Onslow. The facility is to be promoted for use by the Pilbara region and is designed to handle large quantities of industrial waste. Annual surpluses, as determined by Council, are transferred to a cash backed reserve account to finance future upgrades and modifications to the facility.



	2024-2025 Actual \$	2024-2025 Budget \$
<b>Operating Revenue</b>		
Waste Income	9,434,205	3,100,000
	<b>9,434,205</b>	<b>3,100,000</b>
<b>Operating Expenditure</b>		
Waste Operations	(2,726,172)	(3,344,747)
	<b>(2,726,172)</b>	<b>(3,344,747)</b>
<b>Capital Revenue</b>		
From Reserve	445,858	1,089,041
	<b>445,858</b>	<b>1,089,041</b>
<b>Capital Expense</b>		
Capital Expense	(2,679,776)	(3,329,158)
To Reserve	(7,870,088)	-
	<b>(10,549,864)</b>	<b>(3,329,158)</b>
<b>Regional Waste Facility Gain / (Loss)</b>	<b>(3,841,831)</b>	<b>(3,573,905)</b>



## Major Land Transactions

The Shire has been actively involved in major land transactions that have played a pivotal role in shaping the local landscape and contributing to the region’s growth. The Shire’s efforts in land transactions underscore its dedication to fostering a dynamic and well-planned community, ensuring a prosperous and sustainable future for residents, community members and stakeholders alike.

### Ocean View Caravan Park (Phase 3)

The Shire has successfully delivered Phase 3 of the Ocean View Caravan Park development, meeting the growing demand for holiday accommodation in Onslow. This expansion has increased capacity and strengthened seasonal tourism, bringing significant economic benefits to the region.



#### Current Year Transactions

	2024-2025 Actual \$	2024-2025 Budget \$
<b>Expenditure</b>		
Development Costs	9,726,678	14,263,470
	<b>9,726,678</b>	<b>14,263,470</b>

#### Expected future cash flows

	2024-2025 \$	2024-2025 \$
<b>Cash Outflows</b>		
Development Costs	9,726,678	14,263,470
<b>Net cash flows</b>	<b>9,726,678</b>	<b>14,263,470</b>

#### Assets and Liabilities

	2024-2025 \$	2024-2025 \$
Development costs	9,726,678	1,689,524
	<b>9,726,678</b>	<b>1,689,524</b>

## Capital Grants, Subsidies and Contributions

The table below details the amount of all capital grants, subsidies and contributions, for replacing and renewing assets, that were received by the local government during the:

- 2024–2025 financial year; and
- two financial years prior to the 2024–2025 financial year.

		Opening Balance (1)	Received (2)	Expended (3)	Closing Balance (1)	Received (2)	Expended (3)	Closing Balance (1)	Received (2)	Expended (3)	Closing Balance
Capital Item	Funding Program / Provider	2022/23 \$	2022/23 \$	2022/23 \$	2022/23 \$	2023/24 \$	2023/24 \$	2023/24 \$	2024/25 \$	2024/25 \$	2024/25 \$
Onslow Ocean Outfalls	Local Roads & Community Infrastructure Program - Phase 2	432,594	0	0	432,594	0	(10,630)	421,964	346,074	(768,038)	0
Onslow Seawall	Department of Industry, Science, Energy and Resources	1,500,000	0	0	1,500,000	0	(1,500,000)	0	0	0	0
ANZAC Park	Primary Industry, Science, Energy and Resources	100,000	0	0	100,000	0	0	100,000	0	(100,000)	0
ANZAC Park Foreshore	Local Roads & Community Infrastructure Program - Phase 3	0	773,161	(80,367)	692,794	0	(56,443)	636,351	0	(636,351)	0
Pannawonica Millstream Road	Local Roads & Community Infrastructure Program - Phase 4B	0	0	0	0	445,976	(445,976)	0	0	0	0
Old Onslow Conservation Project	Dept of Job, Tourism, Science & Industries	76,572	0	(8,724)	67,848	0	(10,192)	57,656	0	0	57,656
Men's Shed	Dept of Jobs, Tourism, Science and Innovation	0	0	0	0	270,000	(121,432)	148,568	630,000	(297,036)	481,532
Onslow Bike Path	Dept of Jobs, Tourism, Science and Innovation	0	0	0	0	500,000	(52,067)	447,933	1,910,000	(1,341,369)	1,016,564



## Capital Grants, Subsidies and Contributions CONTINUED

		Opening Balance (1)	Received (2)	Expended (3)	Closing Balance (1)	Received (2)	Expended (3)	Closing Balance (1)	Received (2)	Expended (3)	Closing Balance
Capital Item	Funding Program / Provider	2022/23 \$	2022/23 \$	2022/23 \$	2022/23 \$	2023/24 \$	2023/24 \$	2023/24 \$	2024/25 \$	2024/25 \$	2024/25 \$
Minna Oval Sports Club	Rio Tinto	0	0	0	0	2,500,000	(77,625)	2,422,375	5,000,000	(6,640,357)	782,018
Road Networks Capital Works	Roads to Recovery	0	736,300	(736,300)	0	736,389	(500,000)	236,389	965,434	(1,201,823)	0
Road Network Capital Works	Main Roads - Regional Road Group	368,520	1,032,475	(1,400,995)	0	800,000	(800,000)	0	954,630	(606,778)	347,852
Paraburdoo Bike Path	Rio Tinto Inspire Funding	0	0	0	0	2,000,000	(19,295)	1,980,705	201,497	(2,182,202)	0
Tom Price Court Covers	Rio Tinto	2,857,196	0	(2,857,196)	0	0	0	0	0	0	0
Paraburdoo Court Covers	Rio Tinto	5,062,508	0	(5,062,508)	0	0	0	0	0	0	0
Paraburdoo Court Covers	Dept of Regional Development	0	151,282	(151,282)	0	0	0	0	0	0	0
Tom Price Emergency Precinct	Department of Fire and Emergency	0	403,100	(403,100)	0	0	0	0	0	0	0
Tom Price Emergency Precinct	Rio Tinto	600,102	0	(600,102)	0	0	0	0	0	0	0
Tom Price Child Care Facility	Rio Tinto	(1,000,000)	1,000,000	0	0	0	0	0	0	0	0
Onslow Ocean View Caravan Park	Dept of Jobs, Tourism, Science & Innovation	0	250,000	(250,000)	0	0	0	0	0	0	0

## Capital Grants, Subsidies and Contributions CONTINUED

		Opening Balance (1)	Received (2)	Expended (3)	Closing Balance (1)	Received (2)	Expended (3)	Closing Balance (1)	Received (2)	Expended (3)	Closing Balance
Capital Item	Funding Program / Provider	2022/23 \$	2022/23 \$	2022/23 \$	2022/23 \$	2023/24 \$	2023/24 \$	2023/24 \$	2024/25 \$	2024/25 \$	2024/25 \$
Tom Price Skate Park	Rio Tinto	250,673	0	(250,673)	0	0	0	0	0	0	0
Tom Price Skate Park	Building Better Regions	0	300,000	(300,000)	0	0	0	0	0	0	0
Tom Price Pump Track	Rio Tinto	105,341	0	(105,341)	0	0	0	0	0	0	0
Tom Price Pump Track	Open Space Trust Fund	0	236,600	(236,600)	0	0	0	0	0	0	0
Bindi Bindi Road and Kerbing	Main Roads	0	432,511	(432,511)	0	0	0	0	0	0	0
Residential Housing	Rio Tinto	0	10,859,977	(10,859,977)	0	1,027,000	(1,027,000)	0	1,1128,000	(1,128,000)	0
Onslow Streetscape	Dept of Jobs, Tourism, Science & Innovation	0	0	0	0	0	0	0	7,000,000	(1,263,799)	5,736,201
Peter Sutherland Oval Lighting	Rio Tinto Inspire Funding	0	0	0	0	0	0	0	2,000,000	(188,499)	1,8115,01
Clem Thompson Oval Lighting	Rio Tinto Inspire Funding	0	0	0	0	0	0	0	2,000,000	(140,719)	1,859,281
<b>TOTAL</b>		<b>10,353,506</b>	<b>16,175,406</b>	<b>(23,735,676)</b>	<b>2,793,236</b>	<b>8,279,365</b>	<b>(4,620,660)</b>	<b>6,451,941</b>	<b>22,135,635</b>	<b>(16,494,971)</b>	<b>12,092,605</b>







# Our community

Events and activations play a pivotal role in shaping and enhancing the vibrant towns in the Shire of Ashburton, fostering a sense of unity, pride and connection with our residents and community members. In 2024/2025, activations included Community Showcases, Onslow 100 Year Festival, ANZAC Day, Onslow Keepers Catch Up, Halloween initiatives, School Holiday Programs, Christmas celebrations and more.



## Citizenship Ceremonies

In 2024–2025, the Shire welcomed 33 new Australian citizens from a diverse range of countries, including Estonia, Indonesia, Ireland, France, India, New Zealand, Sri Lanka, Taiwan, Thailand, Ukraine, the United Kingdom and the United States of America.



## Celebrating Ashburton's Local History

2025 has been a landmark year for preserving and sharing our region's rich heritage. From digitising thousands of local history items to connecting with our communities at festivals, the Shire's Local History Team have been busy bringing history to life.

### Highlights:

- **Over 11,000 physical items** stored safely in Paraburdoo, with more than 53,000 pages awaiting digitisation.
- **236 items scanned** and **222 quality-checked** for digital access.
- **Community events:** Presence at Passion of the Pilbara, Onslow's 100 Year Celebration, and the Inspire Festival in Tom Price.
- **Training:** Staff completed accredited oral history courses.
- **Online access:** New SPYDUS library system and social media campaigns sharing stories.
- **Partnerships:** Collaborating with the Old Goods Shed Museum to digitise their collections.

These initiatives not only safeguard our past but also create opportunities for residents and visitors to explore and celebrate Ashburton's unique stories.







## Community Milestones

### Tom Price Storm

During November 2024, Tom Price endured two large storm events, resulting in immense structural and environmental damage. Trees decades old were uprooted by winds of up to 136km/h, with roofs and fences taken off of buildings. Although the destruction was great, our community spirit was greater, with countless volunteers, organisations and businesses helping restore our town to the sunny oasis we know it to be.

To show our immense gratitude, our Shire President Audra Smith met with teams both local and from numerous locations across the State to thank them for their collective efforts in the aftermath of the storms.

Community spirit has always been the foundation of our Shire, amplified by our fantastic and hard-working staff.





## Community Showcase

In March 2025, we rebranded our annual 'Welcome to Town' events to Community Showcase, a calendar of evenings bringing together our community, both new and long-standing, to showcase the amazing services, groups and opportunities available in Tom Price, Paraburdoo and Pannawonica.

These events celebrate culture, community and connection and reveal the heart of our communities, highlighting the Shire of Ashburton as a location to live and work.

## 'My Pilbara Home' Strategies Endorsed

In a significant step toward fostering empowered, connected and inclusive communities, the Shire of Ashburton endorsed the 'My Pilbara Home' Community Development Strategy 2024–2027. This strategy, developed through collaboration and comprehensive consultation, will serve as an overarching plan linking six key informing strategies: Community Access and Inclusion Plan 2023–2027, Youth Strategy 2023–2025, Club Development Plan 2024–2027, Arts Strategy 2024–2027, Program and Events Strategy 2024–2027, and Reconciliation Action Plan 2024–2025.

The 'My Pilbara Home' Strategy not only supports the Strategic Community Plan 2022–2032 but also outlines key areas such as participation, volunteer recruitment, capacity building and collaboration.





### Increasing our efficiency: AI in Action

Meet Bob – the newest (and possibly most precise) member of our Facilities team.

Bob's been hard at work helping our towns during the sporting season – tee-ball, Aussie rules, touch footy, soccer and more. What normally takes volunteers 6–8 hours, Bob breezes through in just 30 minutes, freeing up valuable time and keeping our grounds in top shape. Plus, with a segment aired on ABC Pilbara in May, the Shire of Ashburton's dedication to innovation and efficiency is on full display for our region.







# looking ahead

## Future Planning and Strategic Initiatives

In alignment with Section 5.56 of the *Local Government Act 1995* and the Shire's Strategic Community Plan 2022–2032, the Shire of Ashburton has outlined a forward-looking program of major initiatives for the 2025–2026 financial year. They reflect our commitment to enhancing liveability, sustainability and economic resilience across the district.

These initiatives are designed to foster vibrant communities, support tourism, and ensure the Shire remains a welcoming and sustainable place to live and work. The Shire remains committed to delivering these projects efficiently while maintaining fiscal responsibility and keeping rate increases below CPI.





### **Ocean View Caravan Park and ANZAC Park Extension**

The Shire of Ashburton is proud to announce the completion of Phase 3 of the Ocean View Caravan Park and the ANZAC Park extension in Onslow – marking a major milestone in enhancing local tourism infrastructure and community spaces.

The Ocean View Caravan Park upgrade increases capacity by 104 bays and introduces two new full amenity blocks with UAT facilities, in line with the *Caravan Parks Act*. Set on an elevated site overlooking the Onslow coastline, the extension offers some of the best views in town and meets the growing demand for high-quality visitor accommodation.



Adjacent to this, the ANZAC Park extension now features a newly landscaped grassed area, accessible footpaths, BBQ facilities and public bathrooms located beside the ANZAC Memorial. With uninterrupted views, ANZAC Park is now one of Onslow's prime locations to watch the sunrise and sunset – offering a welcoming and reflective space for both locals and visitors.



### Minna Oval Sports Club

Delivered with a \$10 million contribution from Rio Tinto, this modern facility in Area W (North Tom Price) is set to provide new social, sporting and regional opportunities for Tom Price. Officially opened on 1 November 2025, after 18 months of construction, the pavilion features a clubhouse with a kitchen and bar, club rooms, showers and bathrooms, a deck and outdoor area, as well as new goal posts, creating a premier venue for sporting activities, events and community functions. By expanding our town facilities, we are responding to the growing demand for quality social and sporting spaces. This facility will not only support local sport but will also provide an exciting venue for events, making it a hub for Tom Price.



## Onslow Men's Shed

A \$2.1 million tender, supported by Chevron's \$1.8 million contribution through the State Development Agreement (SDA), will deliver a modern, accessible facility for the Onslow community with completion expected by early 2026.

Featuring increased space and parking, upgraded kitchens, designated work areas and a social area, the project will provide a welcoming space for seniors and community groups to gather, connect and participate in local activities, supporting long-term community engagement and wellbeing.

## Enterprise Resource Planning (ERP) Implementation

The Shire of Ashburton is progressing with the implementation of a new cloud-based Enterprise Resource Planning (ERP) system. This innovative platform will unify operations across Onslow, Pannawonica, Paraburdoo and Tom Price, streamlining administrative processes and improving efficiency across all business units. By enhancing digital capability and integrating finance, human resources, asset management and service delivery functions, the ERP system will support more responsive, accurate, and accessible services for the community while strengthening the Shire's long-term operational resilience.

## Onslow Town Centre Streetscape

Significant progress has been made on the Onslow Town Centre Upgrade (pictured opposite), with works on Second Avenue advancing steadily and transforming the heart of the town. The project reflects the Shire of Ashburton's commitment to enhancing liveability, accessibility and vibrancy for both residents and visitors.

Recent milestones include:

- Construction of a new stormwater system, discharging to the ocean near the Seniors' Unit housing
- Completion of the new car park adjacent to the Onslow Beach Resort
- Construction of the roundabout at the Beadon Bay Hotel
- Kerbing and stormwater installation
- Asphalt sealing of the roundabout, car park, and northern side of Second Avenue
- Paved pedestrian crossings at key intersections along the northern alignment
- Stone seating walls installed near the Beadon Bay Hotel
- Footings for multiple shade structures along the northern side of Second Avenue and at the front of the Simpson Street Service Station
- Scheduled footpath pours

This upgrade is a major step in revitalising Onslow's streetscape, providing a safe, accessible and attractive environment that supports local businesses, tourism, and community activity.





# Integrated Planning and Reporting *framework*



## Informing strategies

Key operational documents that inform our Community Plan and Corporate Business Plan include:

- Long Term Financial Plan
- Asset Management Plan
- Workforce Plan
- Service Delivery Plans

## Strategic Community Plan

In February 2022, Council adopted the Strategic Community Plan 2022–2032.

The Strategic Community Plan is a 10-year strategy and planning tool and is the principal guiding document for the Shire's strategic planning. As part of the development of the Strategic Community Plan, the community were invited to share their vision, aspirations and objectives for the future of the Shire of Ashburton.

The Strategic Community Plan provides valuable insight into the key issues and aspirations held by the local community. Importantly for Council, these views help to establish clear priorities and shape the vision, values, objectives and strategies contained within the Strategic Community Plan. The following four key strategic objectives are defined within the Plan as follows:

- 1 People** – We will support opportunities for the community to be safe, socially active and connected.
- 2 Place** – We will provide sustainable, purposeful, and valued built and natural environment opportunities for community.
- 3 Prosperity** – We will advocate and drive opportunities for the community to be economically desirable, resilient and prosperous.
- 4 Performance** – We will lead the organisation, and create the culture, to deliver demonstrated performance excellence to the community.

There were no modifications made to the Strategic Community Plan during the 2024–25 financial year.





## Corporate Business Plan

The Corporate Business Plan is a four-year plan and is aligned to the Strategic Community Plan which translates the community's priorities into deliverable action.

Achieving the community's vision and the Shire's strategic objectives requires the development of actions to address each strategy contained within the Strategic Community Plan. Careful operational planning and prioritisation is required to achieve the objectives and desired outcomes due to the limited resources available. This planning process is formalised by the development of our Corporate Business Plan.

In accordance with statutory requirements, the Corporate Business Plan is reviewed and updated annually to assess the progress of projects and realign the Plan's actions and priorities based on current information and available funding.

The new Corporate Business Plan 2023-2027, which aligns to the Strategic Community Plan 2022-2032, was adopted by Council in August 2023.



## Long-Term Financial Plan

The Long-Term Financial Plan informs the decision-making during the preparation and finalisation of the Strategic Community Plan and the Corporate Business Plan.

It encompasses:

- projected revenue and expense
- planning assumptions used in developing the Plan
- factors most likely to influence the Plan
- high-level financial modelling for different scenarios
- links to the Workforce Plan, Asset Management Plan/s and Service Delivery Plans
- methods for monitoring financial performance.

The Shire of Ashburton is planning for a positive and sustainable future. The Shire seeks to maintain, and where possible, improve service levels into the future while maintaining a healthy financial position.

## Annual Budget

The Shire develops an annual budget based on the Integrated Planning and Reporting Framework which incorporates services, projects and programs to be undertaken during the financial year.

## Strategic Asset Management Plan

Asset management is a comprehensive, structured approach to the long-term management of assets to ensure the efficient and effective delivery of community benefits. The Shire of Ashburton's asset management intent is ensuring assets are operated and maintained on a day-to-day basis and well-planned for in the longer term to serve the community's needs, now and in the future.

The Strategic Asset Management Plan outlines the strategies and guidelines that enable our organisation to effectively deliver assets that align with our objectives.

## Workforce Plan

The Shire's Strategic Workforce Plan 2024-2028 is an informing strategy and is in place to address the human resource requirements of the Strategic Community Plan and Corporate Business Plan.

## Reporting

Quarterly progress reports are submitted to Council on the implementation of the Corporate Business Plan and other informing strategies. These reports summarise the progress of projects and measures of success as key deliverables for the year.

Annual performance is also reported in the Shire's Annual Report.

Regular reporting ensures we continue to work towards delivering actions that are aligned with achieving the community's aspirations identified in the Strategic Community Plan and the priorities of Council.












# Our performance

The following tables detail the progress on the Corporate Business Plan 2023-2027 actions under each of the four key strategic goals of the Strategic Community Plan, which were progressed in the 2024–2025 financial year.

Key

-  In progress
-  Completed
-  Programmed for future year





# Goal 1 People

We will support opportunities for the community to be safe, socially active, and connected.

The Shire will, in partnership with key agencies, help foster and strengthen community spirit which has been a driving force since the earliest days.

**Objective 1.1** Coordinated delivery of social services and projects for the community

Outcome	Action	2024/25 Progress
1.1.1 Develop and maintain key social services partnerships, both internally and externally, to support Council's vision.	1.1.1.1 Collaborate with key stakeholders.	<div></div>
1.1.2 Lead and empower employees to seek and attain performance excellence.	1.1.2.1 Provide appropriate tools and development opportunities to employees to be successful in their role.	<div></div>
1.1.3 Provide professional leadership and advice to assist Council.	1.1.3.1 Engage with, and provide, regular updates to Council on projects, initiatives and events.	<div></div>

**Objective 1.2** Communities connected with opportunities










Outcome	Action	2024/25 Progress
1.2.1 Foster and strengthen partnerships with local networks to drive social prosperity.	1.2.1.1 Collaborate with the community to deliver the outcomes of the Shire's strategies and plans.	<div></div>
1.2.2 Drive community engagement to provide input to enhance opportunities aligned with community needs.	1.2.2.1 Collaborate with the community on the development of Shire strategies and plans.	<div></div>
	1.2.2.2 Review and assess the outcomes of the Youth Strategy.	<div></div>

Outcome	Action	2024/25 Progress
1.2.3 Provide, promote, and deliver social and cultural community celebrations, events, and activities.	1.2.3.1 Develop an Art Strategy.	<div></div>
	1.2.3.2 Deliver the outcomes of the Youth Strategy.	<div></div>
	1.2.3.3 Develop a Program and Event Strategy.	<div></div>
1.2.4 Support and develop sustainable clubs and groups, providing opportunities for meaningful participation in arts, culture, sport, and recreation.	1.2.4.1 Develop a Club Development Plan.	<div></div>
	1.2.4.2 Deliver the outcomes of the Arts Strategy.	<div></div>
1.2.5 Recognise the uniqueness of the community, and the diverse cultures, and welcome all residents to participate in, share, and celebrate their backgrounds and traditions.	1.2.5.1 Develop a Reflect Reconciliation Action Plan.	<div></div>
	1.2.5.2 Deliver the outcomes of the Reflect Reconciliation Action Plan.	<div></div>
1.2.6 Encourage and provide a range of opportunities for residents to volunteer and build a sense of belonging in the community.	1.2.6.1 Deliver the outcomes of the Youth Strategy.	<div></div>
	1.2.6.2 Deliver the outcomes of the Club Development Plan.	<div></div>





**Objective 1.3** Individual and community learning opportunities

Outcome	Action	2024/25 Progress
<b>1.3.1</b> Provide libraries and support their use as community hubs and centres of information, learning, creativity, and innovation.	<b>1.3.1.1</b> Purchase new physical and eResource stock in accordance with policy and community needs.	
	<b>1.3.1.2</b> Provide resources to people in the community who may not have access to internet, printing, scanning and photocopying.	
<b>1.3.2</b> Encourage and provide programs to foster learning and participation in the community.	<b>1.3.2.1</b> Promote and deliver a variety of library programs to the community.	
	<b>1.3.2.2</b> Collaborate where possible with community groups, schools and the Communities team to delivery joint programs to the community.	
<b>1.3.3</b> Provide accessible literature and life-long learning resources through library and information services which meet changing community expectations.	<b>1.3.3.1</b> Implement a new cloud/web-based Library Management System which is easily accessible for the community.	
	<b>1.3.3.2</b> Develop a Local History database.	
	<b>1.3.3.3</b> Deliver the outcomes of the Community Access and Inclusion Plan.	
	<b>1.3.3.4</b> Provide information services to people researching the history of the Shire of Ashburton.	
<b>1.3.4</b> Provide safe and welcoming centres to help address social isolation in the community.	<b>1.3.4.1</b> Promote the library as an alternative community space.	

## Goal 2 Place

We will provide sustainable, purposeful, and valued built and natural environment opportunities for the community.

The Shire recognises the significance of the natural environment and embraces the principles of sustainability and acknowledges the need to upgrade community infrastructure and public amenities, such as roads, streetscapes, and buildings, for the benefit of the community.

### Objective 2.1 Coordinated delivery of natural and built environment services and projects for the community

Outcome	Action	2024/25 Progress
<b>2.1.1</b> Develop and maintain key natural and built environment services partnerships, both internally and externally, to support Council's vision.	<b>2.1.1.1</b> Collaborate with key stakeholders.	●
<b>2.1.2</b> Lead and empower employees to seek and attain performance excellence.	<b>2.1.2.1</b> Provide appropriate tools and development opportunities to employees to be successful in their role.	●
<b>2.1.3</b> Provide professional leadership and advice to assist Council.	<b>2.1.3.1</b> Engage with, and provide, regular updates to Council on projects, initiatives and events.	●

### Objective 2.2 Appropriate, inviting, and diverse employee accommodation and land management opportunities

Outcome	Action	2024/25 Progress
<b>2.2.1</b> Manage and oversee compliance of land assembly and development.	<b>2.2.1.1</b> Manage and oversee compliance of planning/development and building and land management.	●
<b>2.2.2</b> Provide diversity for residential employee accommodation.	<b>2.2.2.1</b> Implement the Staff Housing Strategy.	●
<b>2.2.3</b> Assess mining and resource tenure and agreements to ensure the community is not negatively impacted.	<b>2.2.3.1</b> Provide feedback and raise concerns on mining and resource tenure and agreements where deemed necessary.	●



Objective 2.3    Attractive and sustainable townscapes offering opportunities for all communities

Outcome	Action	2024/25 Progress
2.3.1 Provide attractive, well-maintained streetscapes, verges, parks, and reserves.	2.3.1.1 Maintain streetscapes, verges, parks and reserves in line with approved service levels.	●
	2.3.1.2 Upgrade the Tom Price reticulation system to ensure key assets are maintained.	●
2.3.2 Ensure parks, gardens, and open spaces are appropriately managed according to their need and use.	2.3.2.1 Review existing maintenance schedules to ensure they are adequately resourced and meet service levels.	●
	2.3.2.2 Develop a Public Open Space Maintenance Plan.	●
2.3.3 Maintain town centres for the enjoyment of locals and visitors, which the community can take pride in.	2.3.3.1 Maintain town centres in line with approved service levels.	●



**Objective 2.4** Effective, compliant, and sustainable management of community assets and infrastructure

Outcome	Action	2024/25 Progress
<b>2.4.1</b> Implementation of cost-effective contemporary Asset Management Practices aligned to international standards.	<b>2.4.1.1</b> Complete a drainage network condition assessment for Paraburdoo and develop a program of works for the Long-Term Financial Plan.	●
	<b>2.4.1.2</b> Review recommendations from the drainage studies for Tom Price and Onslow townsites and develop a program of works for the Long-Term Financial Plan.	●
	<b>2.4.1.3</b> Deliver the improvement actions of the Strategic Asset Management Plan.	●
	<b>2.4.1.4</b> Review and prioritise actions across all asset class Asset Management Plans.	●
<b>2.4.2</b> Develop, manage, and maintain Council's asset management framework to support organisational strategies.	<b>2.4.2.1</b> Deliver the improvement actions of the Strategic Asset Management Plan.	●
<b>2.4.3</b> Develop and deliver a fit-for-purpose asset maintenance management strategy and systems solution.	<b>2.4.3.1</b> Review capability of existing asset maintenance management systems.	●
<b>2.4.4</b> Develop effective and attainable long-term asset management programs.	<b>2.4.4.1</b> Deliver the improvement actions of the Strategic Asset Management Plan.	●
<b>2.4.5</b> Implementation of effective financial forecasting methodology to achieve Council's vision for the benefit of the community.	<b>2.4.5.1</b> Deliver the improvement actions of the Strategic Asset Management Plan.	●
	<b>2.4.5.2</b> Conduct valuations in accordance with the Strategic Asset Management Plan.	●



**Objective 2.5** Enhanced community opportunities for sustainable waste management

Outcome	Action	2024/25 Progress
<b>2.5.1</b> Provide and facilitate community education and engagement programs to increase awareness of, and encourage the adoption of, specific, positive waste behaviours and attitudes.	<b>2.5.1.1</b> Provide and facilitate regular waste management community education and engagement programs.	●
<b>2.5.2</b> Facilitate service reviews to assess alignment with better practice standards.	<b>2.5.2.1</b> Conduct a waste management service review across all waste sites and develop annual plans to ensure alignment with better practice, audit, compliance and customer service.	●
<b>2.5.3</b> Develop processes for better management and control of waste within the community and local businesses.	<b>2.5.3.1</b> Investigate opportunities for better management and control of waste within the community and local businesses.	●
<b>2.5.4</b> Provide strategies and act to strengthen regional collaboration and cooperation in the delivery of waste management practices across the region.	<b>2.5.4.1</b> Investigate opportunities to strengthen regional collaboration and cooperation in the delivery of waste management practices across the region.	●
<b>2.5.5</b> Work with the community to develop an understanding of why waste avoidance, reuse and recycling are important in relation to environmental impact.	<b>2.5.5.1</b> Develop a waste reuse and recycling community education program.	●

**Objective 2.6** Land use opportunities to benefit current and future communities

Outcome	Action	2024/25 Progress
<b>2.6.1</b> Plan for diverse land, housing, and development opportunities.	<b>2.6.1.1</b> Implement the Local Planning Strategy.	●
<b>2.6.2</b> Incorporate appropriate planning controls for land use planning and development.	<b>2.6.2.1</b> Incorporate appropriate planning controls for land use planning and development in the new Local Planning Scheme.	●

Outcome	Action	2024/25 Progress
<b>2.6.3</b> Review and implement planning frameworks and strategies to ensure appropriate development outcomes.	<b>2.6.3.1</b> Review the Local Planning Strategy.	●
	<b>2.6.3.2</b> Develop a new Local Planning Scheme.	●
	<b>2.6.3.3</b> Review Local Planning Policies.	●

## Objective 2.7 Quality, well-maintained, and purposeful community facilities

Outcome	Action	2024/25 Progress
<b>2.7.1</b> Provide high-standard sport and recreation facilities across the Shire.	<b>2.7.1.1</b> Deliver the outcomes of the Strategic Asset Management Plan for recreation facilities.	●
<b>2.7.2</b> Maintain facilities in a strategic manner, ensuring community needs are met.	<b>2.7.2.1</b> Deliver the outcomes of the Strategic Asset Management Plan for community facilities.	●
<b>2.7.3</b> Look beyond the facility itself ensuring spaces link with other land uses, both on-site and surrounding areas.	<b>2.7.3.1</b> Develop the Onslow Town Centre Revitalisation Masterplan.	●
	<b>2.7.3.2</b> Continue to source funding for the implementation of the Onslow Foreshore Promenade Masterplan.	●
	<b>2.7.3.3</b> Develop a Community Lifestyle and Infrastructure Plan.	●
	<b>2.7.3.4</b> Deliver the outcomes of the Community Lifestyle and Infrastructure Plan.	●
<b>2.7.4</b> Ensure, where possible, the access and inclusion of people with a disability is considered in facility and recreational design, ensuring everybody can participate.	<b>2.7.4.1</b> Deliver the outcomes of the Community Access and Inclusion Plan.	●

**Objective 2.8** Safe and interconnected transport networks for the community

Outcome	Action	2024/25 Progress
<b>2.8.1</b> Improve road safety and connectivity to provide a safe and efficient road network.	<b>2.8.1.1</b> Participate and engage with external agencies to maintain effective road safety practices.	●
	<b>2.8.1.2</b> Review urban and rural roads for inclusion in the Roads 2040 Strategy, Regional Road Group and Roads to Recovery initiatives.	●
<b>2.8.2</b> Manage roads, pathways, and other transport infrastructure according to need and use.	<b>2.8.2.1</b> Maintain roads, pathways and other infrastructure in accordance with Strategic Asset Management Plan, regional requirements and service levels.	●
	<b>2.8.2.2</b> Review the Shire's annual road maintenance grading program.	●
<b>2.8.3</b> Advocate for improvements to the region's State road network.	<b>2.8.3.1</b> Provide effective advocacy to ensure State Government input and contribution is maintained for the region's State road network.	●
<b>2.8.4</b> Advocate to, and partner with, State government and industry to improve Strategic Regional Roads.	<b>2.8.4.1</b> Advocate to, and partner with, State Government and the local government industry to improve Strategic Regional Roads.	●
<b>2.8.5</b> Advocate for increased funding and equitable cost sharing arrangements for Strategic Regional Roads.	<b>2.8.5.1</b> Advocate for increased funding and equitable cost sharing arrangements for Council's Regional Road network.	●





Goal 3 Prosperity

We will advocate and drive opportunities for the community to be economically desirable, resilient, and prosperous.

The Shire has tremendous opportunity to diversify employment opportunities for the community with access to developable land and potential partnerships with influential and international mining and resource sector giants.

Objective 3.1 Coordinated delivery of economic services and projects for the community

Outcome	Action	2024/25 Progress
3.1.1 Develop and maintain key economic services partnerships, both internally and externally, to support Council's vision.	3.1.1.1 Collaborate with key stakeholders.	<div></div>
3.1.2 Lead and empower employees to seek and attain performance excellence.	3.1.2.1 Provide appropriate tools and development opportunities to employees to be successful in their role.	<div></div>
3.1.3 Provide professional leadership and advice to assist Council.	3.1.3.1 Engage with, and provide, regular updates to Council on projects, initiatives and events.	<div></div>



**Objective 3.2** Aviation transport opportunities for the community

Outcome	Action	2024/25 Progress
<b>3.2.1</b> Improve the regional economic impact of the Onslow airport through building collaborative partnerships.	<b>3.2.1.1</b> Collaborate with relevant stakeholders.	●
<b>3.2.2</b> Focus on, and deliver, safe and enhanced services and facilities.	<b>3.2.2.1</b> Strengthen the runway pavement, extend length of the runway and upgrade Airport infrastructure to allow for larger aircraft.	●
	<b>3.2.2.2</b> Develop a long term parking facility for airport users.	●
	<b>3.2.2.3</b> Extend and upgrade the Onslow Airport terminal (departure lounge).	●
<b>3.2.3</b> Deliver a business model of self-sufficiency using effective marketing, smart growth and revenue generating initiatives.	<b>3.2.3.1</b> Finalise construction of taxiway echo and new general aviation apron to allow access to the General Aviation Hangars.	●
<b>3.2.4</b> Promote opportunities for air services, aviation facilities, associated businesses, and future expansion.	<b>3.2.4.1</b> Seek external funding to develop headworks for the Airport Business Precinct.	●



**Objective 3.3** Clean, safe, and accessible communities

Outcome	Action	2024/25 Progress
<b>3.3.1</b> Develop and maintain the Public Health Plan.	<b>3.3.1.1</b> Deliver the outcomes of the Mosquito Management Plan.	●
	<b>3.3.1.2</b> Develop the Shire of Ashburton Public Health Plan in accordance with the <i>Public Health Act 2016</i> and Department of Health guidelines.	●
<b>3.3.2</b> Review and maintain Local Emergency Management Arrangements for the community.	<b>3.3.2.1</b> Develop a Bush Fire Risk Management Plan.	●
	<b>3.3.2.2</b> Review the Shire of Ashburton Local Emergency Management Arrangements annually.	●
	<b>3.3.2.3</b> Identify and develop appropriate emergency management plans that support community safety.	●
<b>3.3.3</b> Lead, and partner with, other agencies on community safety and programs for community wellbeing.	<b>3.3.3.1</b> Collaborate with stakeholders to establish a Mosquito Management Control forum.	●
	<b>3.3.3.2</b> Liaise with identified stakeholders on public health issues impacting the community.	●
	<b>3.3.3.3</b> Upgrade and consolidate the Shire's CCTV cameras and systems.	●
<b>3.3.4</b> Work with the community in maintaining safety and amenity in the district.	<b>3.3.4.1</b> Develop a community engagement program promoting community safety on local issues that contributes to community resilience in relation to bush fire risk, wildlife encounters, environmental health and crime prevention.	●
	<b>3.3.4.2</b> Complete the refurbishment of the historic Wittenoom Bedford Fire Truck and develop a management plan for the use of the truck in support of community engagement and safety.	●
<b>3.3.5</b> Work with key agencies, and the community, to promote positive crime prevention and safety initiatives.	<b>3.3.5.1</b> Develop a forum involving the WA Police and other key stakeholders to facilitate discussion on community safety issues.	●
	<b>3.3.5.2</b> Develop a communication plan for informing the community on safety and compliance issues.	●



**Objective 3.4** Sustainable commerce and tourism opportunities

Outcome	Action	2024/25 Progress
<b>3.4.1</b> Support initiatives to add value to, and improve marketing of, local business.	<b>3.4.1.1</b> Review the Economic and Tourism Development Strategy.	●
	<b>3.4.1.2</b> Collaborate with the Onslow Chamber of Commerce and Industry and Pilbara Inland Chamber of Commerce and Industry.	●
<b>3.4.2</b> Ensure Shire processes support the development of strong and sustainable local business opportunities.	<b>3.4.2.1</b> Become a Small Business Friendly local government.	●
<b>3.4.3</b> Work collaboratively with tourism sector providers, Australia's North-West Tourism and Tourism WA to increase visitor spend, and length of stay, in the Shire.	<b>3.4.3.1</b> Leverage the Visit Ashburton Reef to Range tourism brand to deliver actions identified in the Shire of Ashburton Economic and Tourism Development Strategy.	●
<b>3.4.4</b> Partner with the Pilbara Development Commission, key resource industry partners and State Government to target investment opportunities designed at stimulating more diversified business and economic development to benefit the community.	<b>3.4.4.1</b> Develop strategic documents and project investment prospectuses.	●



# Goal 4 Performance

We will lead the organisation, and create the culture, to deliver demonstrated performance excellence to the community.

The Shire has the responsibility to provide the community with continued strategic leadership and high-level performance management, to maintain accountability and transparency, whilst managing competing demands and needs.

Objective 4.1 Coordinated delivery of organisational leadership and performance excellence for the benefit of the community

Outcome	Action	2024/25 Progress
4.1.1 Develop and maintain key leadership services partnerships, both internally and externally, to support Council's vision.	4.1.1.1 Collaborate with key stakeholders.	<div></div>
4.1.2 Lead and empower employees to seek and attain performance excellence.	4.1.2.1 Provide appropriate tools and development opportunities to employees to be successful in their role.	<div></div>
4.1.3 Provide professional leadership and advice to assist Council.	4.1.3.1 Engage with, and provide, regular updates to Council on projects, initiatives and events.	<div></div>
4.1.4 Advocate for the community at Regional, State and Federal levels.	4.1.4.1 Advocate to Federal and State government agencies for improved services and facilities for the community.	<div></div>



**Objective 4.2** Appropriate, sustainable, and transparent management of community funds

Outcome	Action	2024/25 Progress
4.2.1 Provide cost-effective financial management and value for money.	4.2.1.1 Develop a grant application and management process.	●
	4.2.1.2 Develop a business case template for major projects.	●
	4.2.1.3 Develop a directive for the consideration of major works/ projects that includes quantified justification on whole of life costings and how it links to the Strategic Community Plan and other informing strategies.	●
4.2.2 Ensure a financially sustainable, aware, and supportive organisation.	4.2.2.1 Undertake a comprehensive review of rating revenue streams to generate fair rating revenue.	●
	4.2.2.2 Review the Rating Strategy.	●
4.2.3 Plan effectively for financial sustainability.	4.2.3.1 Develop and implement an Investment Strategy.	●
	4.2.3.2 Review the Long-Term Financial Plan.	●
4.2.4 Ensure financial transactions are accurate and timely.	4.2.4.1 Investigate innovative solutions to improve efficiencies in financial management.	●
	4.2.4.2 Undertake a Financial Management Review.	●





**Objective 4.3** A range of effective opportunities for the community to receive information in a timely manner

Outcome	Action	2024/25 Progress
4.3.1 Grow awareness, understanding and engagement in Shire activities and Council decisions.	4.3.1.1 Promote and encourage public participation in Council meeting processes and decisions.	<div></div>
	4.3.1.2 Review the Marketing and Communications Strategy.	<div></div>
4.3.2 Regulate and provide information and community communication in accordance with statutory requirements, messaging, and branding standards.	4.3.2.1 Ensure heightened visibility and improved accessibility for community communications.	<div></div>
	4.3.2.2 Undertake statutory community engagement through various media channels.	<div></div>
4.3.3 Provide the community with relevant and timely information through a range of media.	4.3.3.1 Share community information through various media channels.	<div></div>
4.3.4 Promote the Shire to the community.	4.3.4.1 Promote the Shire's services to the community.	<div></div>

**Objective 4.4** Information systems to aid delivery of services to the community are robust, reliable, and secure

Outcome	Action	2024/25 Progress
4.4.1 Provide continuous implementation of improvements in Information and Communication Technology solutions to best support the needs of Councillors, employees and, where appropriate, the community.	4.4.1.1 Develop an ICT Strategy.	<div></div>
	4.4.1.2 Develop a Cybersecurity Framework.	<div></div>
	4.4.1.3 Develop an Information and Communication Technology Disaster Recovery Plan.	<div></div>
	4.4.1.4 Implement a controlled SharePoint Information Architecture.	<div></div>

**Objective 4.5** Safe, engaged, inclusive, and productive workforce culture

Outcome	Action	2024/25 Progress
<b>4.5.1</b> Enable a learning culture, and high performing and engaged teams, by building organisational capability through education, development, and empowerment of our workforce.	<b>4.5.1.1</b> Develop and promote a biannual training calendar aligned with the organisation-wide skills matrix, skills of the future as identified in the Workforce Plan and individual development goals.	●
	<b>4.5.1.2</b> Provide Executive Leadership Team and Middle Management Group coaching panels and Organisational Development 1:1 coaching.	●
	<b>4.5.1.3</b> Develop an Emerging Leaders Program.	●
<b>4.5.2</b> Implement and drive people programs to enhance attraction, engagement, and retention of the workforce.	<b>4.5.2.1</b> Review the Recruitment and Retention Strategy.	●
<b>4.5.3</b> Provide a high standard of workplace health and safety, including education, coaching and workplace support.	<b>4.5.3.1</b> Develop and promote a biannual health and safety calendar, including psychosocial hazard and other related education and awareness training.	●
	<b>4.5.3.2</b> Review Workplace Health and Safety related directives and procedures.	●
	<b>4.5.3.3</b> Obtain International Standard for Occupational Health and Safety (ISO45001) accreditation.	●
	<b>4.5.3.4</b> Obtain WorkSafe accreditation.	●
	<b>4.5.3.5</b> Conduct regular safety audits.	●
<b>4.5.4</b> Ensure recruitment processes support the alignment of Shire values and is inclusive of diversity and people with disabilities.	<b>4.5.4.1</b> Deliver the outcomes of the Community Access and Inclusion Plan.	●
	<b>4.5.4.2</b> Update the Shire's Equal Employment Opportunity Management Plan.	●
	<b>4.5.4.3</b> Deliver the outcomes of the Reflect Reconciliation Action Plan.	●

Outcome	Action	2024/25 Progress
4.5.5 Provide organisational and strategic workforce development opportunities.	4.5.5.1 Develop a strategic Workforce Plan.	●
	4.5.5.2 Review recruitment and other related directives and procedures.	●

#### Objective 4.6 Visionary community leadership with sound, diligent and accountable governance

Outcome	Action	2024/25 Progress
4.6.1 Regulate and provide support to ensure Councillors and Shire officers deliver integrity and transparency in their behaviour, decision-making, and in compliance with codes of conduct.	4.6.1.1 Deliver integrity-based training to elected members and employees.	●
	4.6.1.2 Review the Code of Conduct for Council Members, Committee Members and Candidates, and the Code of Conduct for Employees.	●
4.6.2 Provide, and lead in the development of, meaningful policies and processes to ensure sound and compliant delivery of services to the community.	4.6.2.1 Review the Customer Service Charter.	●
	4.6.2.2 Develop a review schedule for all Council policies, directives, procedures and forms.	●
4.6.3 Deliver best practice governance and risk management.	4.6.3.1 Review the Fraud and Corruption Control Plan	●
	4.6.3.2 Develop an annual Internal Audit Plan.	●
	4.6.3.3 Review the Risk Management Framework.	●







# Our *financial report*

for the year ended 30 June 2025.



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The Shire of Ashburton conducts the operations of a local government with the following community vision:

*The Shire will endeavour to provide the community services and facilities to meet the needs of the members of the community and enable them to enjoy a pleasant and healthy way of life.*

Principal place of business:  
Lot 246, Poinciana Street  
Tom Price WA 6751

Statement by CEO


Local Government Act 1995  
Local Government (Financial Management) Regulations 1996

Statement by CEO

The accompanying financial report of the Shire of Ashburton has been prepared in compliance with the provisions of the *Local Government Act 1995* from proper accounts and records to present fairly the financial transactions for the reporting period ended 30 June 2025 and the financial position as at 30 June 2025.

At the date of signing this statement the particulars included in the financial report are not misleading or inaccurate.

Signed on the                      21st day of                      November 2025

  
\_\_\_\_\_  
CEO

\_\_\_\_\_  
Keith Woodward  
Name of CEO





## Statement of Comprehensive Income

For the year ended 30 June 2025

	Note	2025 Actual \$	2025 Budget \$	2024 Actual \$
<b>Revenue</b>				
Rates	2(a), 27	72,215,075	68,394,100	56,606,998
Grants, subsidies and contributions	2(a)	5,019,686	5,966,579	4,878,662
Fees and charges	2(a)	20,782,617	13,723,807	11,092,627
Interest revenue	2(a)	5,613,777	4,970,700	5,133,042
Other revenue	2(a)	1,163,374	107,200	2,502,706
		104,794,529	93,162,386	80,214,035
<b>Expenses</b>				
Employee costs	2(b)	(23,686,945)	(26,994,657)	(21,282,087)
Materials and contracts		(27,693,482)	(33,206,130)	(23,567,017)
Utility charges		(1,574,303)	(1,570,900)	(1,598,075)
Depreciation		(19,184,636)	(14,105,200)	(19,002,305)
Finance costs	2(b)	(356,408)	(25,963)	(223,590)
Insurance		(1,391,942)	(1,921,100)	(1,848,184)
Other expenditure	2(b)	(963,116)	(988,472)	(654,816)
		(74,850,832)	(78,812,422)	(68,176,074)
		29,943,697	14,349,964	12,037,961
Capital grants, subsidies and contributions	2(a)	17,827,793	19,929,598	2,697,709
Profit on asset disposals		196,850	104,500	86,759
Loss on asset disposals		(2,717,102)	(77,300)	(2,007,504)
Fair value adjustments to financial assets at fair value through profit or loss	4(b)	(6,215)	0	2,942
		15,301,326	19,956,798	779,906
<b>Net result for the period</b>	26(b)	<b>45,245,023</b>	<b>34,306,762</b>	<b>12,817,867</b>
<b>Other comprehensive income for the period</b>				
Items that will not be reclassified subsequently to profit or loss				
Changes in asset revaluation surplus	17	0	0	(407,637)
<b>Total other comprehensive income for the period</b>	17	<b>0</b>	<b>0</b>	<b>(407,637)</b>
<b>Total comprehensive income for the period</b>		<b>45,245,023</b>	<b>34,306,762</b>	<b>12,410,230</b>

This statement is to be read in conjunction with the accompanying notes.



## Statement of Financial Position

As at 30 June 2025

	Note	2025 \$	2024 \$
<b>CURRENT ASSETS</b>			
Cash and cash equivalents	3	46,565,387	43,093,806
Trade and other receivables	5	5,106,114	3,086,663
Other financial assets	4(a)	72,969,788	47,096,750
Inventories	6	184,788	179,245
Other assets	7	3,133,285	2,861,753
<b>TOTAL CURRENT ASSETS</b>		<b>127,959,362</b>	<b>96,318,217</b>
<b>NON-CURRENT ASSETS</b>			
Other financial assets	4(b)	139,334	145,549
Inventories	6	0	715,042
Property, plant and equipment	8	200,902,812	190,714,245
Infrastructure	9	429,652,827	415,172,786
Right-of-use assets	11(a)	51,722	50,295
<b>TOTAL NON-CURRENT ASSETS</b>		<b>630,746,695</b>	<b>606,797,917</b>
<b>TOTAL ASSETS</b>		<b>758,706,057</b>	<b>703,116,134</b>
<b>CURRENT LIABILITIES</b>			
Trade and other payables	12	10,582,157	7,606,585
Contract liabilities	13	13,396,310	11,632,301
Lease liabilities	11(b)	52,018	52,174
Borrowings	14	78,012	440,542
Employee related provisions	15	1,874,413	1,878,222
<b>TOTAL CURRENT LIABILITIES</b>		<b>25,982,910</b>	<b>21,609,824</b>
<b>NON-CURRENT LIABILITIES</b>			
Contract liabilities	13	2,676,620	478,002
Borrowings	14	354,024	432,036
Employee related provisions	15	471,688	301,503
Other provisions	16	11,082,433	7,401,411
<b>TOTAL NON-CURRENT LIABILITIES</b>		<b>14,584,765</b>	<b>8,612,952</b>
<b>TOTAL LIABILITIES</b>		<b>40,567,675</b>	<b>30,222,776</b>
<b>NET ASSETS</b>		<b>718,138,382</b>	<b>672,893,358</b>
<b>EQUITY</b>			
Retained surplus		327,407,640	299,030,029
Reserve accounts	30	81,579,098	64,711,685
Revaluation surplus	17	309,151,644	309,151,644
<b>TOTAL EQUITY</b>		<b>718,138,382</b>	<b>672,893,358</b>

This statement is to be read in conjunction with the accompanying notes.

## Statement of Changes in Equity

For the year ended 30 June 2025

Note	Retained surplus \$	Reserve accounts \$	Revaluation surplus \$	Total equity \$
<b>Balance as at 1 July 2023</b>	<b>304,997,416</b>	<b>45,926,431</b>	<b>309,559,281</b>	<b>660,483,128</b>
Comprehensive income for the period				
Net result for the period	12,817,867	0	0	12,817,867
Other comprehensive income for the period	17 0	0	(407,637)	(407,637)
Total comprehensive income for the period	12,817,867	0	(407,637)	12,410,230
Transfers from reserve accounts	30 3,392,863	(3,392,863)	0	0
Transfers to reserve accounts	30 (22,178,117)	22,178,117	0	0
<b>Balance as at 30 June 2024</b>	<b>299,030,029</b>	<b>64,711,685</b>	<b>309,151,644</b>	<b>672,893,358</b>
Comprehensive income for the period				
Net result for the period	45,245,023	0	0	45,245,023
Total comprehensive income for the period	45,245,023	0	0	45,245,023
Transfers from reserve accounts	30 21,378,921	(21,378,921)	0	0
Transfers to reserve accounts	30 (38,246,334)	38,246,334	0	0
<b>Balance as at 30 June 2025</b>	<b>327,407,640</b>	<b>81,579,098</b>	<b>309,151,644</b>	<b>718,138,382</b>

This statement is to be read in conjunction with the accompanying notes.



## Statement of Cash Flows

For the year ended 30 June 2025

Note	2025 Actual \$	2024 Actual \$
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>		
<b>Receipts</b>		
Rates	72,469,820	56,726,548
Grants, subsidies and contributions	7,092,890	9,369,282
Fees and charges	21,018,829	10,930,065
Interest revenue	5,613,777	3,636,439
Goods and services tax received	2,103,694	918,729
Other revenue	1,163,374	2,502,706
	109,462,384	84,083,769
<b>Payments</b>		
Employee costs	(23,424,619)	(21,632,802)
Materials and contracts	(26,241,362)	(18,383,150)
Utility charges	(1,574,303)	(1,598,075)
Finance costs	(27,369)	(43,004)
Insurance paid	(1,391,942)	(1,848,184)
Goods and services tax paid	(2,604,165)	(1,406,886)
Other expenditure	(962,202)	(651,949)
	(56,225,962)	(45,564,050)
<b>Net cash provided by operating activities</b>	<b>18(b) 53,236,422</b>	<b>38,519,719</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>		
Payments for financial assets at amortised cost	(25,873,038)	(7,963,595)
Payments for purchase of property, plant & equipment	(15,650,532)	(10,408,166)
Payments for construction of infrastructure	(25,186,174)	(15,929,850)
Proceeds from capital grants, subsidies and contributions	16,699,793	6,193,047
Proceeds from sale of property, plant & equipment	754,770	663,870
<b>Net cash (used in) investing activities</b>	<b>(49,255,181)</b>	<b>(27,444,694)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>		
Repayment of borrowings	29(a) (440,542)	(426,437)
Payments for principal portion of lease liabilities	29(b) (69,118)	(67,589)
<b>Net cash (used in) financing activities</b>	<b>(509,660)</b>	<b>(494,026)</b>
<b>Net increase in cash held</b>	<b>3,471,581</b>	<b>10,580,999</b>
Cash at beginning of year	43,093,806	32,512,807
<b>Cash and cash equivalents at the end of the year</b>	<b>18(a) 46,565,387</b>	<b>43,093,806</b>

Non-cash investing and financing movements are disclosed at note 18.(c)

This statement is to be read in conjunction with the accompanying notes.



## Statement of Financial Activity

For the year ended 30 June 2025

Note	2025 Actual \$	2025 Budget \$	2024 Actual \$
<b>OPERATING ACTIVITIES</b>			
<b>Revenue from operating activities</b>			
General rates	27	72,202,578	68,382,200
Rates excluding general rates	27	12,497	11,900
Grants, subsidies and contributions		5,019,686	5,966,579
Fees and charges		20,782,617	13,723,807
Interest revenue		5,613,777	4,970,700
Other revenue		1,163,374	107,200
Profit on asset disposals		196,850	104,500
Fair value adjustments to financial assets at fair value through profit or loss	4(b)	(6,215)	0
		104,985,164	93,266,886
			80,303,736
<b>Expenditure from operating activities</b>			
Employee costs		(23,686,945)	(26,994,657)
Materials and contracts		(27,693,482)	(33,206,130)
Utility charges		(1,574,303)	(1,570,900)
Depreciation		(19,184,636)	(14,105,200)
Finance costs		(356,408)	(25,963)
Insurance		(1,391,942)	(1,921,100)
Other expenditure		(963,116)	(988,472)
Loss on asset disposals		(2,717,102)	(77,300)
		(77,567,934)	(78,889,722)
			(70,183,578)
Non-cash amounts excluded from operating activities	28(a)	28,475,970	14,078,000
<b>Amount attributable to operating activities</b>		55,893,200	28,455,164
			34,739,135
<b>INVESTING ACTIVITIES</b>			
<b>Inflows from investing activities</b>			
Capital grants, subsidies and contributions		16,699,793	19,929,598
Proceeds from disposal of assets		754,770	1,224,400
		17,454,563	21,153,998
			2,334,579
<b>Outflows from investing activities</b>			
Right of use assets received - non cash	11(a)	(68,962)	0
Acquisition of property, plant and equipment	8(a)	(16,590,573)	(30,557,539)
Acquisition of infrastructure	9(a)	(30,470,157)	(38,689,943)
		(47,129,692)	(69,247,482)
			(27,365,016)
Non-cash amounts excluded from investing activities	28(b)	1,196,962	0
<b>Amount attributable to investing activities</b>		(28,478,167)	(48,093,484)
			(24,003,437)
<b>FINANCING ACTIVITIES</b>			
<b>Inflows from financing activities</b>			
Proceeds from new leases - non cash	29(b)	68,962	0
Transfers from reserve accounts	30	21,378,921	32,168,947
		21,447,883	32,168,947
			3,392,863
<b>Outflows from financing activities</b>			
Repayment of borrowings	29(a)	(440,542)	(440,543)
Payments for principal portion of lease liabilities	29(b)	(69,118)	(57,891)
Transfers to reserve accounts	30	(38,246,334)	(20,742,500)
		(38,755,994)	(21,240,934)
			(22,672,143)
Non-cash amounts excluded from financing activities	28(c)	(68,962)	0
<b>Amount attributable to financing activities</b>		(17,377,073)	10,928,013
			(19,279,280)
<b>MOVEMENT IN SURPLUS OR DEFICIT</b>			
<b>Surplus or deficit at the start of the financial year</b>	28(d)	10,489,424	8,710,307
Amount attributable to operating activities		55,893,200	28,455,164
Amount attributable to investing activities		(28,478,167)	(48,093,484)
Amount attributable to financing activities		(17,377,073)	10,928,013
<b>Surplus or deficit after imposition of general rates</b>	28(d)	<b>20,527,384</b>	<b>0</b>
			<b>10,489,424</b>

This statement is to be read in conjunction with the accompanying notes.



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## Notes to and Forming Part of the Financial Report

For the year ended 30 June 2025

### 1. BASIS OF PREPARATION

The financial report of the Shire of Ashburton which is a Class 2 local government comprises general purpose financial statements which have been prepared in accordance with the *Local Government Act 1995* and accompanying regulations.

#### Local Government Act 1995 requirements

Section 6.4(2) of the *Local Government Act 1995* read with the *Local Government (Financial Management) Regulations 1996* prescribe that the financial report be prepared in accordance with the *Local Government Act 1995* and, to the extent that they are not inconsistent with the Act, the Australian Accounting Standards. The Australian Accounting Standards (as they apply to local governments and not-for-profit entities) and interpretations of the Australian Accounting Standards Board were applied where no inconsistencies exist.

The *Local Government (Financial Management) Regulations 1996* specify that vested land is a right-of-use asset to be measured at cost, and is considered a zero cost concessionary lease. All right-of-use assets under zero cost concessionary leases are measured at zero cost rather than at fair value, except for vested improvements on concessionary land leases such as roads, buildings or other infrastructure which continue to be reported at fair value, as opposed to the vested land which is measured at zero cost. The measurement of vested improvements at fair value is a departure from AASB 16 which would have required the Shire to measure any vested improvements at zero cost.

The *Local Government (Financial Management) Regulations 1996* provide that:

- land and buildings classified as property, plant and equipment; or
  - infrastructure; or
  - vested improvements that the local government controls; and
- and measured at reportable value, are only required to be revalued every five years. Revaluing these non-financial assets every five years is a departure from AASB 116 *Property, Plant and Equipment*, which would have required the Shire to assess at each reporting date whether the carrying amount of the above mentioned non-financial assets materially differs from their fair value and, if so, revalue the class of non-financial assets.

Accounting policies which have been adopted in the preparation of this financial report have been consistently applied unless stated otherwise. Except for cash flow and rate setting information, the financial report has been prepared on the accrual basis and is based on historical costs, modified, where applicable, by the measurement at fair value of selected non-current assets, financial assets and liabilities.

#### Critical accounting estimates and judgements

The preparation of a financial report in conformity with Australian Accounting Standards requires management to make judgements, estimates and assumptions that effect the application of policies and reported amounts of assets and liabilities, income and expenses.

The estimates and associated assumptions are based on historical experience and various other factors that are believed to be reasonable under the circumstances; the results of which form the basis of making the judgements about carrying amounts of assets and liabilities that are not readily apparent from other sources. Actual results may differ from these estimates.

As with all estimates, the use of different assumptions could lead to material changes in the amounts reported in the financial report.

The following are estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year and further information on their nature and impact can be found in the relevant note:

- Fair value measurement of assets carried at reportable value including:
  - Property, plant and equipment - Note 8
  - Infrastructure - Note 9
- Expected credit losses on financial assets - Note 5
- Measurement of employee benefits - Note 15
- Measurement of provisions - Note 16

Fair value hierarchy information can be found in Note 25

#### The local government reporting entity

All funds through which the Shire controls resources to carry on its functions have been included in the financial statements forming part of this financial report.

All monies held in the Trust Fund are excluded from the financial statements. A separate statement of those monies appears at Note 31 of the financial report.

#### Initial application of accounting standards

During the current year, the following new or revised Australian Accounting Standards and Interpretations were applied for the first time.

- AASB 2020-1 Amendments to Australian Accounting Standards
  - Classification of Liabilities as Current or Non-current
- AASB 2022-5 Amendments to Australian Accounting Standards
  - Lease Liability in a Sale and Leaseback
- AASB 2022-6 Amendments to Australian Accounting Standards
  - Non-current Liabilities with Covenants
- AASB 2023-3 Amendments to Australian Accounting Standards
  - Disclosure of Non-current Liabilities with Covenants: Tier 2
- AASB 2024-1 Amendments to Australian Accounting Standards
  - Supplier Finance Arrangements: Tier 2 Disclosures
- AASB 2023-1 Amendments to Australian Accounting Standards
  - Supplier Finance Arrangements

These amendments are not expected to have any material impact on the financial report on initial application.

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

These amendments may result in changes to the fair value of certain non-financial assets on revaluation. The impact has not been quantified as it is not considered practicable to determine the amount of the difference in fair value attributable to the change in the standard.

#### New accounting standards for application in future years

The following new accounting standards will have application to local government in future years:

- AASB 2014-10 Amendments to Australian Accounting Standards
  - Sale or Contribution of Assets between an Investor and its Associate or Joint Venture
- AASB 2024-4b Amendments to Australian Accounting Standards
  - Effective Date of Amendments to AASB 10 and AASB 128 [deferred AASB 10 and AASB 128 amendments in AASB 2014-10 apply]
- AASB 2022-9 Amendments to Australian Accounting Standards
  - Insurance Contracts in the Public Sector
- AASB 2023-5 Amendments to Australian Accounting Standards
  - Lack of Exchangeability
- AASB 18 (FP) Presentation and Disclosure in Financial Statements
  - (Appendix D) [for not-for-profit entities]
- AASB 18 (NFP/super) Presentation and Disclosure in Financial Statements
  - (Appendix D) [for not-for-profit and superannuation entities]
- AASB 2024-2 Amendments to Australian Accounting Standards
  - Classification and Measurement of Financial Instruments
- AASB 2024-3 Amendments to Australian Accounting Standards
  - Annual Improvements Volume 11

These amendments are not expected to have any material impact on the financial report on initial application.

## Notes to and Forming Part of the Financial Report continued

For the year ended 30 June 2025

### 2. REVENUE AND EXPENSES

#### (a) Revenue

##### Contracts with customers

Recognition of revenue is dependant on the source of revenue and the associated terms and conditions associated with each source of revenue and recognised as follows:

Revenue category	Nature of goods and services	When obligations typically satisfied	Payment terms	Returns/refunds/warranties	Timing of revenue recognition
Rates	General Rates	Single point in time	Payment dates adopted by Council during the year	None	When rates notice is issued
Grants, subsidies and contributions	Community events, minor facilities, research, design, planning evaluation and services	Over time	Fixed terms transfer of funds based on agreed milestones and reporting	Contract obligation if project not complete	Output method based on project milestones and/or completion date matched to performance obligations
Fees and charges - licences, registrations, approvals	Building, planning, development and animal management.	Single point in time	Full payment prior to issue	None	On payment of the licence, registration or approval
Fees and charges - waste management entry fees	Waste treatment, recycling and disposal service at disposal sites	Single point in time	Payment in advance at gate or on normal trading terms if credit provided	None	On entry to facility
Fees and charges - airport landing charges	Permission to use facilities and runway	Single point in time	Monthly in arrears	None	On landing/departure event
Fees and charges - sale of stock	Aviation fuel, kiosk and visitor centre stock	Single point in time	In full in advance, on 15 day credit	Refund for faulty goods	At point of sale
Other revenue - private works	Contracted private works	Single point in time	Monthly in arrears	None	At point of service

##### Revenue recognition

Rate revenue was recognised from the rate record as soon as practicable after the Shire resolved to impose rates in the financial year as well as when the rate record was amended to ensure the information in the record was current and correct.

Revenue recognised during the year under each basis of recognition by nature of goods or services is provided in the table below:

#### For the year ended 30 June 2025

Nature	Contracts with customers	Capital grant/contributions	Statutory requirements	Other	Total
	\$	\$	\$	\$	\$
Rates	0	0	72,202,578	12,497	72,215,075
Grants, subsidies and contributions	5,019,686	0	0	0	5,019,686
Fees and charges	0	0	2,443,200	18,339,417	20,782,617
Interest revenue	0	0	83,190	5,530,587	5,613,777
Other revenue	0	0	0	1,163,374	1,163,374
Capital grants, subsidies and contributions	0	17,827,793	0	0	17,827,793
<b>Total</b>	<b>5,019,686</b>	<b>17,827,793</b>	<b>74,728,968</b>	<b>25,045,875</b>	<b>122,622,322</b>

#### For the year ended 30 June 2024

Nature	Contracts with customers	Capital grant/contributions	Statutory requirements	Other	Total
	\$	\$	\$	\$	\$
Rates	0	0	56,557,892	49,106	56,606,998
Grants, subsidies and contributions	4,628,663	0	0	249,999	4,878,662
Fees and charges	0	0	2,776,487	8,316,140	11,092,627
Interest revenue	0	0	60,602	5,072,440	5,133,042
Other revenue	0	0	0	2,502,706	2,502,706
Capital grants, subsidies and contributions	0	2,697,709	0	0	2,697,709
<b>Total</b>	<b>4,628,663</b>	<b>2,697,709</b>	<b>59,394,981</b>	<b>16,190,391</b>	<b>82,911,744</b>

### 2. REVENUE AND EXPENSES (Continued)

#### (a) Revenue (Continued)

##### Assets and services acquired below fair value

Note	2025 Actual \$	2024 Actual \$
Contributed assets	1,128,000	1,027,000
	1,128,000	1,027,000

##### Interest revenue

Interest on reserve account	2,877,957	2,264,969
Trade and other receivables overdue interest	83,189	60,801
Other interest revenue	2,652,631	2,807,472
	5,613,777	5,133,042

The 2025 original budget estimate in relation to: Trade and other receivables overdue interest was \$4,000

##### Fees and charges relating to rates receivable

Charges on instalment plan	92,660	69,924
----------------------------	--------	--------

The 2025 original budget estimate in relation to: Charges on instalment plan was \$75,100

#### (b) Expenses

##### Auditors remuneration

- Audit of the Annual Financial Report	124,898	117,000
- Other services – grant acquittals	15,900	9,000
	140,798	126,000

##### Employee Costs

Employee benefit costs	22,033,093	19,437,334
Other employee costs	1,653,852	1,844,753
	23,686,945	21,282,087

##### Finance costs

Interest and financial charges paid/payable for lease liabilities and financial liabilities not at fair value through profit or loss	27,369	43,004
Provisions: unwinding of discount	329,039	180,586
	356,408	223,590

##### Other expenditure

Impairment losses on rates and statutory receivables	235,298	0
Impairment losses on trade receivables	914	2,869
Sundry expenses	726,904	651,947
	963,116	654,816

## Notes to and Forming Part of the Financial Report continued

For the year ended 30 June 2025

### 3. CASH AND CASH EQUIVALENTS

Note	2025 \$	2024 \$
Cash at bank and on hand	37,956,076	5,478,869
Term deposits	8,609,311	37,614,937
<b>Total cash and cash equivalents</b>	<b>46,565,387</b>	<b>43,093,806</b>
Held as		
- Unrestricted cash and cash equivalents	24,771,137	13,901,820
- Restricted cash and cash equivalents	21,794,250	29,191,986
	<b>46,565,387</b>	<b>43,093,806</b>

#### MATERIAL ACCOUNTING POLICIES

##### Cash and cash equivalents

Cash and cash equivalents include cash on hand, cash at bank, deposits available on demand with banks and other short term highly liquid investments with original maturities of three months or less that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value.

Bank overdrafts are reported as short term borrowings in current liabilities in the statement of financial position.

Term deposits are presented as cash equivalents if they have a maturity of three months or less from the date of acquisition and are repayable with 24 hours notice with no loss of interest.

##### Restricted financial assets

Restricted financial asset balances are not available for general use by the local government due to externally imposed restrictions. Restrictions are specified in an agreement, contract or legislation. This applies to reserve accounts, unspent grants, subsidies and contributions and unspent loans that have not been fully expended in the manner specified by the contributor, legislation or loan agreement.

### 4. OTHER FINANCIAL ASSETS

#### (a) Current assets

Financial assets at amortised cost	72,969,788	47,096,750
	<b>72,969,788</b>	<b>47,096,750</b>

#### Other financial assets at amortised cost

Term deposits	72,969,788	47,096,750
	<b>72,969,788</b>	<b>47,096,750</b>

#### Held as

- Restricted other financial assets at amortised cost	72,969,788	47,096,750
	<b>72,969,788</b>	<b>47,096,750</b>

#### (b) Non-current assets

Financial assets at fair value through profit or loss	139,334	145,549
	<b>139,334</b>	<b>145,549</b>

#### Financial assets at fair value through profit or loss

Units in Local Government House Trust - opening balance  
Movement attributable to fair value increment  
Units in Local Government House Trust - closing balance

	145,549	142,607
	(6,215)	2,942
	<b>139,334</b>	<b>145,549</b>

#### MATERIAL ACCOUNTING POLICIES

##### Other financial assets at amortised cost

The Shire classifies financial assets at amortised cost if both of the following criteria are met:

- the asset is held within a business model whose objective is to collect the contractual cashflows; and
- the contractual terms give rise to cash flows that are solely payments of principal and interest.

Fair values of financial assets at amortised cost are not materially different to their carrying amounts, since the interest receivable on those assets is either close to current market rates or the assets are of a short term nature. Non-current financial assets at amortised cost fair values are based on discounted cash flows using a current market rates. They are classified as level 2 fair values in the fair value hierarchy (see Note 25 (i)) due to the observable market rates.

Interest received is presented under cashflows from operating activities in the Statement of Cash Flows where it is earned from financial assets that are held for cash management purposes.

##### Financial assets at fair value through profit or loss

The Shire classifies the following financial assets at fair value through profit or loss:

- debt investments which do not qualify for measurement at either amortised cost or fair value through other comprehensive income.
- equity investments which the Shire has elected to recognise as fair value gains and losses through profit or loss.

##### Impairment and risk

Information regarding impairment and exposure to risk can be found at Note 23.

### 5. TRADE AND OTHER RECEIVABLES

#### Current

Rates and statutory receivables	336,020	469,337
Trade receivables	3,803,597	1,915,088
GST receivable	1,217,118	716,647
Allowance for credit losses of rates and statutory receivables	(235,298)	0
Allowance for credit losses of trade receivables	(15,323)	(14,409)
	<b>5,106,114</b>	<b>3,086,663</b>

#### Disclosure of opening and closing balances related to contracts with customers

Information about receivables from contracts with customers along with financial assets and associated liabilities arising from transfers to enable the acquisition or construction of recognisable non-financial assets is:

Note	30 June 2025 Actual \$	30 June 2024 Actual \$	1 July 2023 Actual \$
Allowance for credit losses of trade receivables	(250,621)	(14,409)	(295,685)
Total trade and other receivables from contracts with customers	<b>(250,621)</b>	<b>(14,409)</b>	<b>(295,685)</b>

#### MATERIAL ACCOUNTING POLICIES

##### Rates and statutory receivables

Rates and statutory receivables are non-contractual receivables arising from statutory requirements and include amounts due from ratepayers for unpaid rates and service charges and other statutory charges or fines.

Rates and statutory receivables are recognised when the taxable event has occurred and can be measured reliably.

##### Trade receivables

Trade receivables are amounts receivable from contractual arrangements with customers for goods sold, services performed or grants or contributions with sufficiently specific performance obligations or for the construction of recognisable non financial assets as part of the ordinary course of business.

##### Measurement

Trade and other receivables are recognised initially at the amount of the transaction price, unless they contain a significant financing component, and are to be recognised at fair value.

#### Classification and subsequent measurement

Receivables which are generally due for settlement within 30 days except rates receivables which are expected to be collected within 12 months are classified as current assets. All other receivables such as, deferred pensioner rates receivable after the end of the reporting period are classified as non-current assets.

Trade and other receivables are held with the objective to collect the contractual cashflows and therefore the Shire measures them subsequently at amortised cost using the effective interest rate method.

Due to the short term nature of current receivables, their carrying amount is considered to be the same as their fair value. Non-current receivables are indexed to inflation, any difference between the face value and fair value is considered immaterial.

#### Impairment and risk exposure

Information about the impairment of trade receivables and their exposure to credit risk and interest rate risk can be found in Note 23.



## For the year ended 30 June 2025

Note	2025	2024
	\$	\$
	58,778	58,733
	126,010	120,512
	184,788	179,245
	0	715,042
	0	715,042
ar:		
	894,287	854,932
	(715,042)	0
	5,543	39,355
	184,788	894,287

The following movements in inventories occurred during the year:

<b>Balance at beginning of year</b>	
Transfer to Property, Plant and Equipment - Land	
Net Movement in Inventory	
<b>Balance at end of year</b>	

\* In 2021 the Shire was approached to lease a portion of land in Onslow, Council commenced development at a cost of \$715,042. Planning due diligence determined that the site would require substantial infrastructure upgrades to water supply and subdivision compliance. These costs rendered the proposal unviable. This development is now not considered as land held for resale, therefore the costs of development has been reclassified as land asset.

**General**  
Inventories are measured at the lower of cost and net realisable value.

Net realisable value is the estimated selling price in the ordinary course of business less the estimated costs of completion and the estimated costs necessary to make the sale.

Prepayments  
Accrued income

2025	2024
\$	\$
360,088	254,04
2,773,197	2,607,70
3,133,285	2,861,75

Other non-financial assets include prepayments which represent payments in advance of receipt of goods or services or that part of expenditure made in one accounting period covering a term extending beyond that period.

Accrued income represents income that has been earned

## Notes to and Forming Part of the Financial Report continued

For the year ended 30 June 2025

### 8. PROPERTY, PLANT AND EQUIPMENT

#### (a) Movements in balances

Movement in the balances of each class of property, plant and equipment between the beginning and the end of the current financial year.

	Assets not subject to operating lease		Total property				Plant and equipment		Total property, plant and equipment	
	Note	Land	Buildings	Land	Buildings	Work in progress	Total property	Furniture and equipment		Plant and equipment
		\$	\$	\$	\$	\$	\$	\$	\$	\$
Balance at 1 July 2023		24,550,965	149,490,457	24,550,965	149,490,457	221,303	174,262,725	1,564,824	11,434,067	187,261,616
Additions*		2,167,690	5,163,273	2,167,690	5,163,273	437,086	7,768,049	447,020	3,220,097	11,435,166
Disposals		0	(152,878)	0	(152,878)	0	(152,878)	0	(630,515)	(783,393)
Revaluation increments / (decrements) transferred to revaluation surplus		3,551,245	1,954,629	3,551,245	1,954,629	0	5,505,874	0	0	5,505,874
Depreciation		0	(4,393,728)	0	(4,393,728)	0	(4,393,728)	(437,807)	(1,389,032)	(6,220,567)
Transfers		(1,504,210)	(4,977,912)	(1,504,210)	(4,977,912)	(2,329)	(6,484,451)	0	0	(6,484,451)
Balance at 30 June 2024		28,765,690	147,083,841	28,765,690	147,083,841	656,060	176,505,591	1,574,037	12,634,617	190,714,245
Comprises:										
Gross balance amount at 30 June 2024		28,765,690	182,604,343	28,765,690	182,604,343	656,060	212,026,093	3,132,932	17,149,756	232,308,781
Accumulated depreciation at 30 June 2024		0	(35,520,502)	0	(35,520,502)	0	(35,520,502)	(1,558,895)	(4,515,139)	(41,594,536)
Balance at 30 June 2024	8(b)	28,765,690	147,083,841	28,765,690	147,083,841	656,060	176,505,591	1,574,037	12,634,617	190,714,245
Additions*		612,000	2,111,801	612,000	2,111,801	10,000,944	12,724,745	67,140	3,798,688	16,590,573
Disposals		0	(812,284)	0	(812,284)	0	(812,284)	0	(679,808)	(1,492,092)
Depreciation		0	(3,801,360)	0	(3,801,360)	0	(3,801,360)	(414,236)	(1,706,794)	(5,922,390)
Transfers **		715,042	213,909	715,042	213,909	(44,107)	884,844	900	126,732	1,012,476
Balance at 30 June 2025		30,092,732	144,795,907	30,092,732	144,795,907	10,612,897	185,501,536	1,227,841	14,173,435	200,902,812
Comprises:										
Gross balance amount at 30 June 2025		30,092,732	183,474,883	30,092,732	183,474,883	10,612,897	224,180,512	3,200,972	19,883,450	247,264,934
Accumulated depreciation at 30 June 2025		0	(38,678,976)	0	(38,678,976)	0	(38,678,976)	(1,973,131)	(5,710,015)	(46,362,122)
Balance at 30 June 2025	8(b)	30,092,732	144,795,907	30,092,732	144,795,907	10,612,897	185,501,536	1,227,841	14,173,435	200,902,812

\* Asset additions included non-cash additions. Refer to note 18(c).

\* Additions - The Shire acquired land, valued at \$282,000 and residential housing, valued at \$846,000, at a purchase price of \$0 within the 2024-2025 reporting period.

\*\* Previous Land Held for resale, value at \$715,042, has been reclassified as Land Assets during the reporting period.

## Notes to and Forming Part of the Financial Report continued

For the year ended 30 June 2025

### 8. PROPERTY, PLANT AND EQUIPMENT (Continued)

#### (b) Carrying amount measurements

Asset class	Note	Carrying amount 2025 \$	Carrying amount 2024 \$	Fair value hierarchy	Valuation technique	Basis of valuation	Date of last valuation	Inputs used
<b>(i) Fair value - as determined at the last valuation date</b>								
<b>Land and buildings</b>								
Land - market value				2	Market approach using recent observable market data for similar properties.	Independent registered valuers	June 2024	While the unit rates based on square metres could be supported from market evidence (level 2) other inputs such as zoning, restrictions, accessibility (level 3) required extensive professional judgement and impacted significantly on the final determination.
		30,092,732	28,765,690					
Total land	8(a)	30,092,732	28,765,690					
Buildings - non specialised		36,254,447	35,249,297	2	Market approach using recent observable market data for similar properties.	Independent registered valuers	June 2024	Market or estimated price per square meter
Buildings - specialised				3	Cost approach using depreciation replacement cost.	Independent registered valuers	June 2024	This required estimating the replacement cost for each building by componentising the buildings into significant parts with different useful lives and taking into account a range of factors. Other inputs such as residual value, useful life, pattern of consumption and asset condition required extensive professional judgement and impact significantly on the final determination
		108,541,460	111,834,544					
Total buildings	8(a)	144,795,907	147,083,841					
<b>(ii) Cost</b>								
<b>Furniture and equipment</b>					Costs	Costs		Purchase Cost
<b>Plant and equipment</b>					Costs	Costs		Purchase Cost



## Notes to and Forming Part of the Financial Report continued

For the year ended 30 June 2025

### 9. INFRASTRUCTURE

#### (a) Movements in balances

Movement in the balances of each class of infrastructure between the beginning and the end of the current financial year.

	Infrastructure - Roads	Infrastructure - Pathways	Infrastructure - Drainage	Infrastructure - Parks and Recreation	Infrastructure - Bridges	Infrastructure - Airports	Infrastructure - Towns	Infrastructure - Waste	Infrastructure - Regional Waste	Infrastructure - Coastal	Infrastructure - work in progress	Total Infrastructure
	\$	\$	\$	\$	\$	\$	\$	\$	\$		\$	\$
<b>Balance at 1 July 2023</b>	263,521,723	6,359,888	22,159,180	48,804,549	1,817,047	36,011,161	6,570,280	5,248,876	15,304,349	0	7,390,842	413,187,895
Additions	2,482,385	9,826	338,620	3,109,728	0	195,050	169,989	3,065,374	45,426	0	6,513,452	15,929,850
(Disposals)	(1,012,917)	(33,898)	(164,995)	(589,412)	0	0	0	0	0	0	0	(1,801,222)
Revaluation increments / (decrements) transferred to revaluation surplus	(6,236,338)	0	0	0	0	0	0	322,827	0	0	0	(5,913,511)
Depreciation	(8,138,280)	(235,129)	(594,567)	(2,022,211)	(27,824)	(732,997)	(367,812)	(283,592)	(312,267)	0	0	(12,714,679)
Transfers	1,898,193	0	0	4,630,553	0	551,061	(356,030)	54,113	0	0	(293,437)	6,484,453
<b>Balance at 30 June 2024</b>	252,514,766	6,100,687	21,738,238	53,933,207	1,789,223	36,024,275	6,016,427	8,407,598	15,037,508	0	13,610,857	415,172,786
<b>Comprises:</b>												
Gross balance at 30 June 2024	344,582,424	11,675,854	34,716,003	68,206,935	2,774,843	52,280,702	8,518,420	9,796,389	16,364,051	0	13,610,857	562,526,478
Accumulated depreciation at 30 June 2024	(92,067,658)	(5,575,167)	(12,977,765)	(14,273,728)	(985,620)	(16,256,427)	(2,501,993)	(1,388,791)	(1,326,543)	0	0	(147,353,692)
<b>Balance at 30 June 2024</b>	252,514,766	6,100,687	21,738,238	53,933,207	1,789,223	36,024,275	6,016,427	8,407,598	15,037,508	0	13,610,857	415,172,786
Additions	2,622,391	948,987	1,009,741	3,667,223	0	383,960	5,721	3,351,983	1,893,535	0	16,586,616	30,470,157
(Disposals)	(1,465,514)	(3,117)	(18,027)	(293,129)	0	0	(3,144)	0	0	0	0	(1,782,931)
Depreciation	(7,539,926)	(237,712)	(597,990)	(2,043,270)	(27,749)	(830,590)	(377,659)	(947,212)	(392,055)	(200,548)	0	(13,194,711)
Transfers *	889,317	0	202,133	(10,044,205)	0	1,410,766	13,543	0	4,168,682	13,020,323	(10,673,033)	(1,012,474)
<b>Balance at 30 June 2025</b>	247,021,034	6,808,845	22,334,095	45,219,826	1,761,474	36,988,411	5,654,888	10,812,369	20,707,670	12,819,775	19,524,440	429,652,827
<b>Comprises:</b>												
Gross balance at 30 June 2025	345,412,821	12,618,141	35,886,036	58,369,272	2,774,843	54,075,429	8,523,859	13,148,372	22,426,268	15,982,521	19,524,440	588,742,002
Accumulated depreciation at 30 June 2025	(98,391,787)	(5,809,296)	(13,551,941)	(13,149,446)	(1,013,369)	(17,087,018)	(2,868,971)	(2,336,003)	(1,718,598)	(3,162,746)	0	(159,089,175)
<b>Balance at 30 June 2025</b>	247,021,034	6,808,845	22,334,095	45,219,826	1,761,474	36,988,411	5,654,888	10,812,369	20,707,670	12,819,775	19,524,440	429,652,827

\* Includes a transfer of \$10,443,602 from Parks to Coastal due to asset reclassification

## Notes to and Forming Part of the Financial Report continued

For the year ended 30 June 2025

### 9. INFRASTRUCTURE (Continued)

#### (b) Carrying amount measurements

Asset class	Fair value hierarchy	Valuation technique	Basis of valuation	Date of last valuation	Inputs used
(i) Fair value - as determined at the last valuation date					
Infrastructure - Roads	3	Cost approach using depreciated replacement cost.	Independent registered valuers	June 2024	Construction costs and current condition (Level 2), residual values and remaining useful life assessments (Level 3) inputs.
Infrastructure - Pathways	3	Cost approach using depreciated replacement cost.	Independent registered valuers	June 2023	Construction costs and current condition (Level 2), residual values and remaining useful life assessments (Level 3) inputs.
Infrastructure - Drainage	3	Cost approach using depreciated replacement cost.	Independent registered valuers	June 2023	Construction costs and current condition (Level 2), residual values and remaining useful life assessments (Level 3) inputs.
Infrastructure - Parks and Recreation	3	Cost approach using depreciated replacement cost.	Independent registered valuers	June 2023	Construction costs and current condition (Level 2), residual values and remaining useful life assessments (Level 3) inputs.
Infrastructure - Bridges	3	Cost approach using depreciated replacement cost.	Independent registered valuers	June 2023	Construction costs and current condition (Level 2), residual values and remaining useful life assessments (Level 3) inputs.
Infrastructure - Airports	3	Cost approach using depreciated replacement cost.	Independent registered valuers	June 2023	Construction costs and current condition (Level 2), residual values and remaining useful life assessments (Level 3) inputs.
Infrastructure - Towns	3	Cost approach using depreciated replacement cost.	Independent registered valuers	June 2023	Construction costs and current condition (Level 2), residual values and remaining useful life assessments (Level 3) inputs.
Infrastructure - Waste	3	Cost approach using depreciated replacement cost.	Independent registered valuers	June 2023	Construction costs and current condition (Level 2), residual values and remaining useful life assessments (Level 3) inputs.
Infrastructure - Regional Waste	3	Cost approach using depreciated replacement cost.	Independent registered valuers	June 2023	Construction costs and current condition (Level 2), residual values and remaining useful life assessments (Level 3) inputs.
Infrastructure - Coastal	3	Cost approach using depreciated replacement cost.	Independent registered valuers	June 2023	Construction costs and current condition (Level 2), residual values and remaining useful life assessments (Level 3) inputs.

Level 3 inputs are based on assumptions with regards to future values and patterns of consumption utilising current information. If the basis of these assumptions were varied, they have the potential to result in a significantly higher or lower fair value measurement.

During the period there were no changes in the valuation techniques used to determine the fair value of infrastructure using level 3 inputs.

## Notes to and Forming Part of the Financial Report continued

For the year ended 30 June 2025

### 10. FIXED ASSETS

#### (a) Depreciation

##### Depreciation rates

Typical estimated useful lives for the different asset classes for the current and prior years are included in the table below:

Asset class	Useful life
Buildings - non-specialised	50 years
Buildings - specialised	20 to 100 years
Furniture and equipment	2 to 16 years
Plant and equipment	2 to 50 years
Infrastructure - roads	15 to 120 years
Other infrastructure - Pathways	20 to 50 years
Other infrastructure - Drainage	30 to 180 years
Other infrastructure - Airport	5 to 100 years
Other infrastructure - Bridges	100 years
Other infrastructure - Parks and Recreation	5 to 150 years
Other infrastructure - Towns	5 to 50 years
Other infrastructure - Waste	10 to 100 years
Other Infrastructure - Coastal	50 to 150 years

#### (b) Fully depreciated assets in use

The gross carrying amount of assets held by the Shire which are currently in use yet fully depreciated are shown in the table below.

	2025	2024
	\$	\$
Furniture and equipment	558,065	494,304
Plant and equipment	414,645	228,901
Infrastructure - Parks and Recreation	47,708	0
	1,020,418	723,205



## Notes to and Forming Part of the Financial Report continued

For the year ended 30 June 2025

### 10. FIXED ASSETS (Continued)

<p><b>MATERIAL ACCOUNTING POLICIES</b></p> <p><b>Initial recognition</b></p> <p>An item of property, plant and equipment or infrastructure that qualifies for recognition as an asset is measured at its cost.</p> <p>Upon initial recognition, cost is determined as the amount paid (or other consideration given) to acquire the assets, plus costs incidental to the acquisition. The cost of non-current assets constructed by the Shire includes the cost of all materials used in construction, direct labour on the project and an appropriate proportion of variable and fixed overheads. For assets acquired at zero cost or otherwise significantly less than fair value, cost is determined as fair value at the date of acquisition.</p> <p>Assets for which the fair value as at the date of acquisition is under \$5,000 are not recognised as an asset in accordance with <i>Local Government (Financial Management) Regulation 17A(5)</i>. These assets are expensed immediately.</p> <p>Where multiple individual low value assets are purchased together as part of a larger asset or collectively forming a larger asset exceeding the threshold, the individual assets are recognised as one asset and capitalised.</p> <p>Individual assets that are land, buildings and infrastructure acquired between scheduled revaluation dates of the asset class in accordance with the Shire's revaluation policy, are recognised at cost and disclosed as being at reportable value.</p>	<p><b>Depreciation</b></p> <p>The depreciable amount of all property, plant and equipment and infrastructure, are depreciated on a straight-line basis over the individual asset's useful life from the time the asset is held ready for use. Leasehold improvements are depreciated over the shorter of either the unexpired period of the lease or the estimated useful life of the improvements.</p> <p>The assets residual values and useful lives are reviewed, and adjusted if appropriate, at the end of each reporting period.</p> <p><b>Depreciation on revaluation</b></p> <p>When an item of property, plant and equipment and infrastructure is revalued, any accumulated depreciation at the date of the revaluation is treated in one of the following ways:</p> <ul style="list-style-type: none"> <li>(i) The gross carrying amount is adjusted in a manner that is consistent with the revaluation of the carrying amount of the asset; or</li> <li>(ii) Eliminated against the gross carrying amount of the asset and the net amount restated to the revalued amount of the asset.</li> </ul> <p><b>Impairment</b></p> <p>In accordance with <i>Local Government (Financial Management) Regulations 17A(4C)</i>, the Shire is not required to comply with <i>AASB 136 Impairment of Assets</i> to determine the recoverable amount of its non-financial assets that are land or buildings classified as property, plant and equipment, infrastructure or vested improvements that the local government controls in circumstances where there has been an impairment indication of a general decrease in asset values.</p> <p>In other circumstances where it has been assessed that one or more of these non-financial assets are impaired, the asset's carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount.</p>
<p><b>Measurement after recognition</b></p> <p>Plant and equipment including furniture and equipment and right-of-use assets (other than vested improvements) are measured using the cost model as required under <i>Local Government (Financial Management) Regulation 17A(2)</i>. Assets held under the cost model are carried at cost less accumulated depreciation and any impairment losses being their reportable value.</p> <p><b>Reportable value</b></p> <p>In accordance with <i>Local Government (Financial Management) Regulation 17A(2)</i>, the carrying amount of non-financial assets that are land and buildings classified as property, plant and equipment, investment properties, infrastructure or vested improvements that the local government controls.</p> <p>Reportable value is for the purpose of <i>Local Government (Financial Management) Regulation 17A(4)</i> is the fair value of the asset at its last valuation date minus (to the extent applicable) the accumulated depreciation and any accumulated impairment losses in respect of the non-financial asset subsequent to its last valuation date.</p> <p><b>Revaluation</b></p> <p>Land and buildings classified as property, plant and equipment, infrastructure or vested improvements that the local government controls and measured at reportable value, are only required to be revalued every five years in accordance with the regulatory framework. This includes buildings and infrastructure items which were pre-existing improvements (i.e. vested improvements) on land vested in the Shire.</p> <p>Whilst the regulatory framework only requires a revaluation to occur every five years, it also provides for the Shire to revalue earlier if it chooses to do so.</p> <p>For land, buildings and infrastructure, increases in the carrying amount arising on revaluation of asset classes are credited to a revaluation surplus in equity.</p> <p>Decreases that offset previous increases of the same class of asset are recognised against revaluation surplus directly in equity. All other decreases are recognised in profit or loss.</p> <p>Subsequent increases are then recognised in profit or loss to the extent they reverse a net revaluation decrease previously recognised in profit or loss for the same class of asset.</p>	<p><b>Gains or losses on disposal</b></p> <p>Gains and losses on disposals are determined by comparing proceeds with the carrying amount. These gains and losses are included in the statement of comprehensive income in the period in which they arise.</p>

## Notes to and Forming Part of the Financial Report continued

For the year ended 30 June 2025

### 11. LEASES

#### (a) Right-of-use assets

Movement in the balance of each class of right-of-use asset between the beginning and the end of the current financial year.

Note	Right-of-use assets - plant and equipment \$	Total right-of-use assets \$
<b>Balance at 1 July 2023</b>	117,354	117,354
Depreciation	(67,059)	(67,059)
<b>Balance at 30 June 2024</b>	50,295	50,295
Gross balance amount at 30 June 2024	201,178	201,178
Accumulated depreciation at 30 June 2024	(150,883)	(150,883)
<b>Balance at 30 June 2024</b>	50,295	50,295
Additions *	68,962	68,962
Depreciation	(67,535)	(67,535)
<b>Balance at 30 June 2025</b>	51,722	51,722
Gross balance amount at 30 June 2025	270,140	270,140
Accumulated depreciation at 30 June 2025	(218,418)	(218,418)
<b>Balance at 30 June 2025</b>	51,722	51,722

\* Right of use asset additions are non-cash additions. Refer to note 18(c).

The following amounts were recognised in the statement of comprehensive income during the period in respect of leases where the Shire is the lessee:

	2025 Actual \$	2024 Actual \$
Depreciation on right-of-use assets	(67,535)	(67,059)
Finance charge on lease liabilities	(1,406)	(2,936)
<b>Total amount recognised in the statement of comprehensive income</b>	<b>(68,941)</b>	<b>(69,995)</b>
Total cash outflow from leases	(70,524)	(70,525)

#### (b) Lease liabilities

Current	52,018	52,174
29(b)	52,018	52,174

The Shire has one lease relating to plant and equipment. The lease / supply and ongoing maintenance contract is at a fixed price for a period of three (3) years, with the option of two (2) additional twelve (12) month extensions or part thereof. The Shire has executed a twelve (12) month extension.

#### Secured liabilities and assets pledged as security

Lease liabilities are effectively secured, as the rights to the leased assets recognised in the financial statements revert to the lessor in the event of default.

### 11. LEASES (Continued)

#### MATERIAL ACCOUNTING POLICIES

##### Leases

At inception of a contract, the Shire assesses if the contract contains or is a lease. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified for a period of time in exchange for consideration.

At the commencement date, a right-of-use asset is recognised at cost and lease liability at the present value of the lease payments that are not paid at that date. The lease payments are discounted using the interest rate implicit in the lease, if that rate can be readily determined. If that rate cannot be readily determined, the Shire uses its incremental borrowing rate.

All contracts that are classified as short-term leases (i.e. a lease with a term of 12 months or less) and leases of low value assets are recognised as an operating expense on a straight-line basis over the term of the lease.

Details of individual lease liabilities required by regulations are provided at Note 29(b).

#### Right-of-use assets - measurement

Right-of-use assets are measured at cost. All right-of-use assets (other than vested improvements) under zero cost concessionary leases are measured at zero cost (i.e. not recognised in the Statement of Financial Position). The exception is vested improvements on concessionary land leases such as roads, buildings or other infrastructure which are reported at fair value.

Refer to Note 10 under revaluation for details on the material accounting policies applying to vested improvements

#### Right-of-use assets - depreciation

Right-of-use assets are depreciated over the lease term or useful life of the underlying asset, whichever is the shorter. Where a lease transfers ownership of the underlying asset, or the cost of the right-of-use asset reflects that the Shire anticipates to exercise a options, the specific asset is depreciated over the useful life of the underlying asset.

#### (c) Lessor - property, plant and equipment subject to lease

The table below represents a maturity analysis of the undiscounted lease payments to be received after the reporting date.

Less than 1 year

2025 Actual \$	2024 Actual \$
50,296	52,174
50,296	52,174

#### MATERIAL ACCOUNTING POLICIES

##### The Shire as lessor

Upon entering into each contract as a lessor, the Shire assesses if the lease is a finance or operating lease.

The contract is classified as a finance lease when the terms of the lease transfer substantially all the risks and rewards of ownership to the lessee. All other leases not within this definition are classified as operating leases. Rental income received from operating leases is recognised on a straight-line basis over the term of the specific lease.

Initial direct costs incurred in entering into an operating lease (eg legal cost, cost to setup) are included in the carrying amount of the leased asset and recognised as an expense on a straight-line basis over the lease term.

When a contract is determined to include lease and non-lease components, the Shire applies AASB 15 *Revenue from Contracts with Customers* to allocate the consideration under the contract to each component.

## Notes to and Forming Part of the Financial Report continued

For the year ended 30 June 2025

### 12. TRADE AND OTHER PAYABLES

#### Current

	2025 \$	2024 \$
Sundry creditors	5,180,962	1,923,850
Prepaid rates	175,041	53,613
Accrued payroll liabilities	95,950	0
Bonds and deposits held	648,004	437,857
Other payables	799,717	786,585
Other payables - Accrued Expenses	3,681,448	4,401,568
Other payables -Accrued Interest	1,035	3,112
	10,582,157	7,606,585

#### MATERIAL ACCOUNTING POLICIES

##### Financial liabilities

Financial liabilities are initially recognised at fair value when the Shire becomes a party to the contractual provisions of the instrument.

Non-derivative financial liabilities (excluding financial guarantees) are subsequently measured at amortised cost.

Financial liabilities are derecognised where the related obligations are discharged, cancelled or expired. The difference between the carrying amount of the financial liability extinguished or transferred to another party and any consideration paid, including the transfer of non-cash assets or liabilities assumed, is recognised in profit or loss.

#### Trade and other payables

Trade and other payables represent liabilities for goods and services provided to the Shire prior to the end of the financial year that are unpaid and arise when the Shire becomes obliged to make future payments in respect of the purchase of these goods and services. The amounts are unsecured, are recognised as a current liability and are usually paid within 30 days of recognition. The carrying amounts of trade and other payables are considered to be the same as their fair values, due to their short-term nature.

#### Prepaid rates

Prepaid rates are, until the taxable event has occurred (start of the next financial year), refundable at the request of the ratepayer. Rates received in advance are initially recognised as a financial liability. When the taxable event occurs, the financial liability is extinguished and the Shire recognises income for the prepaid rates that have not been refunded.

### 13. OTHER LIABILITIES

#### Current

	2025 \$	2024 \$
Contract liabilities	4,451,207	6,880,259
Capital grant/contributions liabilities	8,733,733	4,696,792
Income in Advance	211,370	55,250
	13,396,310	11,632,301

#### Non-current

	2025 \$	2024 \$
Contract liabilities	2,322,000	22,000
Capital grant/contributions liabilities	354,620	456,002
	2,676,620	478,002

#### Total

	2025 \$	2024 \$
	16,072,930	12,110,303

#### Reconciliation of changes in contract liabilities

	2025 \$	2024 \$
Opening balance	6,902,259	3,640,998
Additions	6,751,207	6,902,259
Revenue from contracts with customers included as a contract liability at the start of the period	(6,880,259)	(3,640,998)
	6,773,207	6,902,259

#### Reconciliation of changes in capital grant/contribution liabilities

	2025 \$	2024 \$
Opening balance	5,152,794	4,079,018
Additions	8,632,351	1,073,776
Revenue from capital grant/contributions held as a liability at the start of the period	(4,696,792)	0
	9,088,353	5,152,794

#### Expected satisfaction of capital grant/contribution liabilities

	2025 \$	2024 \$
Less than 1 year	8,733,733	4,696,792
1 to 2 years	250,000	400,000
2 to 3 years	104,620	56,002
3 to 4 years	0	0
4 to 5 years	0	0
> 5 years	0	0
	9,088,353	5,152,794

Performance obligations in relation to capital grant/contribution liabilities are satisfied as project milestone are met or completion of construction or acquisition of the asset.

#### MATERIAL ACCOUNTING POLICIES

##### Contract liabilities

Contract liabilities represent the Shire's obligation to transfer goods or services to a customer for which the Shire has received consideration from the customer.

Contract liabilities represent obligations which are not yet satisfied. Contract liabilities are recognised as revenue when the performance obligations in the contract are satisfied.

##### Capital grant/contribution liabilities

Capital grant/contribution liabilities represent the Shire's obligations to construct recognisable non-financial assets to identified specifications to be controlled by the Shire which are yet to be satisfied. Capital grant/contribution liabilities are recognised as income when the obligations in the contract are satisfied.



## Notes to and Forming Part of the Financial Report continued

For the year ended 30 June 2025

### 14. BORROWINGS

Note	2025				2024		
	Current	Non-current	Total		Current	Non-current	Total
	\$	\$	\$		\$	\$	\$
Unsecured							
unsecured loans	78,012	354,024	432,036		440,542	432,036	872,578
<b>Total Unsecured borrowings</b>	29(a) 78,012	354,024	432,036		440,542	432,036	872,578

#### Secured liabilities and assets pledged as security

#### MATERIAL ACCOUNTING POLICIES

##### Borrowing costs

The Shire has elected to recognise borrowing costs as an expense when incurred regardless of how the borrowings are applied.

Fair values of borrowings are not materially different to their carrying amounts, since the interest payable on those borrowings is either close to current market rates or the borrowings are of a short term nature.

Borrowings fair values are based on discounted cash flows using a current borrowing rate. They are classified as level 3 fair values in the fair value hierarchy (see Note 25(i)) due to the unobservable inputs, including own credit risk.

#### Risk

Details of individual borrowings required by regulations are provided at Note 29(a).

Information regarding exposure to risk can be found at Note 23.

### 15. EMPLOYEE RELATED PROVISIONS

#### Employee related provisions

##### Current provisions

##### Employee benefit provisions

Annual leave

Long service leave

#### Total current employee related provisions

##### Non-current provisions

##### Employee benefit provisions

Long service leave

#### Total non-current employee related provisions

#### Total employee related provisions

	2025	2024
	\$	\$
Annual leave	1,378,296	1,250,462
Long service leave	496,117	627,760
	1,874,413	1,878,222
Total current employee related provisions	1,874,413	1,878,222
Long service leave	471,688	301,503
	471,688	301,503
Total non-current employee related provisions	471,688	301,503
Total employee related provisions	2,346,101	2,179,725

Provision is made for benefits accruing to employees in respect of wages and salaries, annual leave and long service leave and associated on costs for services rendered up to the reporting date and recorded as an expense during the period the services are delivered.

Annual leave liabilities are classified as current, as there is no unconditional right to defer settlement for at least 12 months after the end of the reporting period. Assessments indicate that actual settlement of the liabilities is expected to occur as follows:

Note	2025	2024
	\$	\$
Less than 12 months after the reporting date	1,604,532	1,457,257
More than 12 months from reporting date	741,569	722,468
	2,346,101	2,179,725

#### MATERIAL ACCOUNTING POLICIES

##### Employee benefits

The Shire's obligations for employees' annual leave, long service leave and other employee leave entitlements are recognised as employee related provisions in the Statement of Financial Position.

##### Short-term employee benefits

Provision is made for the Shire's obligations for short-term employee benefits. Short-term employee benefits are benefits (other than termination benefits) that are expected to be settled wholly before 12 months after the end of the annual reporting period in which the employees render the related service, including wages, salaries and sick leave. Short-term employee benefits are measured at the (undiscounted) amounts expected to be paid when the obligation is settled.

The Shire's obligations for short-term employee benefits such as wages, salaries and sick leave are recognised as a part of current trade and other payables in the statement of financial position.

##### Other long-term employee benefits

Long-term employee benefits provisions are measured at the present value of the expected future payments to be made to employees. Expected future payments incorporate anticipated future wage and salary levels, durations of service and employee departures and are discounted at rates determined by reference to market yields at the end of the reporting period on government bonds that have maturity dates that approximate the terms of the obligations. Any remeasurements for changes in assumptions of obligations for other long-term employee benefits are recognised in profit or loss in the periods in which the changes occur.

The Shire's obligations for long-term employee benefits are presented as non-current provisions in its statement of financial position, except where the Shire does not have an unconditional right to defer settlement for at least 12 months after the end of the reporting period, in which case the obligations are presented as current provisions.

## Notes to and Forming Part of the Financial Report continued

For the year ended 30 June 2025

### 16. OTHER PROVISIONS

#### Waste Rehabilitation Provision

	2025	2024
	\$	\$
<b>Opening Balance</b>		
Non-current provisions	7,401,411	4,189,919
	7,401,411	4,189,919
Additional provision	3,351,983	3,030,906
Charged to profit or loss		
- unwinding of discount	329,039	180,586
<b>Closing Balance</b>	11,082,433	7,401,411
<b>Comprises</b>		
Non-current	11,082,433	7,401,411
	11,082,433	7,401,411

#### Landfil Rehabilitation Provision

Under the licence for the operation of the Shire of Ashburton waste landfill site, the Shire has a legal obligation to restore the site.

The estimated future obligations include the costs of restoring the affected areas and continued monitoring of the site.

The provision for future remediation costs is the best estimate of the present value of the expenditure required to settle the remediation obligation at the reporting date. Future remediation costs are reviewed annually and any changes in the estimate are reflected in the present value of the remediation provision at each reporting date.

#### MATERIAL ACCOUNTING POLICIES

##### Provisions

Provisions are recognised when the Shire has a present legal or constructive obligation, as a result of past events, for which it is probable that an outflow of economic benefits will result and that outflow can be reliably measured.

Provisions are measured using the best estimate of the amounts required to settle the obligation at the end of the reporting period.

### 17. REVALUATION SURPLUS

	2025 Opening balance	Total Movement on revaluation	2025 Closing balance	2024 Opening balance	Total Movement on revaluation	2024 Closing balance
	\$	\$	\$	\$	\$	\$
Revaluation surplus - Land	34,115,721	0	34,115,721	30,564,476	3,551,245	34,115,721
Revaluation surplus - Buildings	11,631,638	0	11,631,638	12,531,382	(899,744)	11,631,638
Revaluation surplus - Buildings - specialised	26,037,036	0	26,037,036	23,182,663	2,854,373	26,037,036
Revaluation surplus - Furniture and equipment	612,552	0	612,552	612,552	0	612,552
Revaluation surplus - Plant and equipment	827,843	0	827,843	827,843	0	827,843
Revaluation surplus - Infrastructure - Roads	219,337,105	0	219,337,105	225,573,443	(6,236,338)	219,337,105
Revaluation surplus - Infrastructure - Pathways	887,820	0	887,820	887,820	0	887,820
Revaluation surplus - Infrastructure - Drainage	10,940,516	0	10,940,516	10,940,516	0	10,940,516
Revaluation surplus - Infrastructure - Parks and Recreation	1,813,293	0	1,813,293	1,813,293	0	1,813,293
Revaluation surplus - Infrastructure - Bridges	1,501,218	0	1,501,218	1,501,218	0	1,501,218
Revaluation surplus - Infrastructure - Waste	1,446,902	0	1,446,902	1,124,075	322,827	1,446,902
	309,151,644	0	309,151,644	309,559,281	(407,637)	309,151,644

## Notes to and Forming Part of the Financial Report continued

For the year ended 30 June 2025

### 18. NOTES TO THE STATEMENT OF CASH FLOWS

#### (a) Reconciliation of cash

For the purposes of the Statement of cash flows, cash includes cash and cash equivalents, net of outstanding bank overdrafts. Cash at the end of the reporting period is reconciled to the related items in the Statement of Financial Position as follows:

	Note	2025 Actual \$	2024 Actual \$
Cash and cash equivalents	3	46,565,387	43,093,806
<b>Restrictions</b>			
The following classes of financial assets have restrictions imposed by regulations or other externally imposed requirements which limit or direct the purpose for which the resources may be used:			
- Cash and cash equivalents	3	21,794,250	29,191,986
- Financial assets at amortised cost	4	72,969,788	47,096,750
		94,764,038	76,288,736
The restricted financial assets are a result of the following specific purposes to which the assets may be used:			
Restricted reserve accounts	30	81,579,098	64,711,685
Contract liabilities	13	4,451,207	6,880,259
Capital grant liabilities	13	8,733,733	4,696,792
<b>Total restricted financial assets</b>		94,764,038	76,288,736
<b>(b) Reconciliation of net result to net cash provided by operating activities</b>			
Net result		45,245,023	12,817,867
Non-cash items:			
Adjustments to fair value of financial assets at fair value through profit or loss		6,215	(2,942)
Depreciation/amortisation		19,184,636	19,002,305
Loss on sale of asset		2,520,252	1,920,745
Assets received for substantially less than fair value		(1,128,000)	(1,027,000)
Changes in assets and liabilities:			
(Increase)/decrease in trade and other receivables		(2,019,451)	618,089
(Increase)/decrease in other assets		(271,532)	(895,545)
(Increase)/decrease in inventories		709,499	(39,355)
Increase/(decrease) in trade and other payables		1,231,531	4,569,075
Increase/(decrease) in employee related provisions		166,376	202,998
Increase/(decrease) in other provisions		329,039	3,211,492
Increase/(decrease) in other liabilities		3,962,627	4,335,037
Capital grants, subsidies and contributions		(16,699,793)	(6,193,047)
Net cash provided by/(used in) operating activities		53,236,422	38,519,719
<b>(c) Non-cash investing and financing activities</b>			
Acquisition of property plant and equipment below fair value	8(a)	1,128,000	1,027,000
Acquisition of right of use assets by means of a lease	11(a)	68,962	0
<b>(d) Undrawn borrowing facilities</b>			
<b>Credit standby arrangements</b>			
Credit card limit		300,000	232,000
Credit card balance at balance date		(37,228)	(11,380)
<b>Total amount of credit unused</b>		262,772	220,620
<b>Loan facilities</b>			
Loan facilities - current		78,012	440,542
Loan facilities - non-current		354,024	432,036
<b>Total facilities in use at balance date</b>		432,036	872,578
<b>Unused loan facilities at balance date</b>		NIL	NIL

### 19. CONTINGENT LIABILITIES

#### Wittenoom Asbestos

Wittenoom asbestos claims are being made against a number of defendants including the Shire by former residents and visitors to Wittenoom for potential damages incurred as a result of suffering from asbestos related diseases.

The present outlook for the Shire in relation to Wittenoom litigation is being carefully monitored by the Council and the Executive on a monthly basis. The amount of potential claims and the Shire's potential contribution to the settlement of these has remained relatively steady over the current period.

Total future potential claims in respect of Wittenoom are not reliably quantifiable; however, the changing nature of damages claims and their defence means that individual cases could potentially place the Shire at a greater financial risk.

The Shire has a commitment from the State Government that it will support a financial contribution if the Wittenoom impost becomes too onerous for the Shire. All cases to date have been settled out of court with a number of parties contributing to the settlement process. Out of court settlements result in no judgement being reached by the court.

The amount of on-going claims and the manner in which they were concluded have not been disclosed as this may prejudice the Shire's position in an individual case.

In the event that a number of cases brought against the Shire and additional defendants are ruled in favour of the plaintiff, the financial impact on the Shire may result in significant losses being incurred which in turn may convert to higher rating levels, or a reduction in services provided to ratepayers.

#### Contaminated Sites

In compliance with the *Contaminated Sites Act 2003*, The Shire has Onslow Waste Refuse site listed as a possible contaminated site.

Until the Shire conducts an investigation to determine the presence and scope of contamination, assess the risk, and agree with the Department of Water and Environmental Regulation on the need and criteria for remediation of a risk based approach, the Shire is unable to estimate the potential costs associated with remediation of these sites. This approach is consistent with the Department of Water and Environmental Regulation Guidelines



## Notes to and Forming Part of the Financial Report continued

For the year ended 30 June 2025

### 20. CAPITAL COMMITMENTS

	2025	2024
	\$	\$
Contracted for:		
- capital expenditure projects	48,273,283	6,641,333
- plant & equipment purchases	52,483	168,909
	48,325,766	6,810,242
Payable:		
- not later than one year	48,325,766	6,810,242

The capital expenditure projects outstanding at the end of the current reporting period represent the a variety of projects currently undergoing construction. Major projects include Minna Oval Sports Club Ocean View Caravan Park, Onslow Men's Shed, Onslow Bike Path, Onslow Streetscape Pannawonica Bike Path, Sport Ovals lighting upgrades, Swimming Pool Heating and road construction and maintenance works

### 21. RELATED PARTY TRANSACTIONS

#### (a) Council member remuneration

Fees, expenses and allowances to be paid or reimbursed to council members.

Note	2025 Actual \$	2025 Budget \$	2024 Actual \$
President's annual allowance	68,552	68,552	65,915
President's meeting attendance fees	33,706	33,706	31,936
President's annual allowance for ICT expenses	3,120	3,120	3,000
President's travel and accommodation expenses	4,111	4,500	3,953
	109,489	109,878	104,804
Deputy President's annual allowance	17,138	17,138	16,478
Deputy President's meeting attendance fees	25,137	25,137	24,665
Deputy President's annual allowance for ICT expenses	3,120	3,120	3,000
Deputy President's travel and accommodation expenses	4,304	4,500	4,246
	49,699	49,895	48,389
All other council member's meeting attendance fees	175,959	175,959	162,037
All other council member's annual allowance for ICT expenses	21,840	21,840	20,115
All other council member's travel and accommodation expenses	23,381	31,500	20,655
	221,180	229,299	202,807
21(b)	380,368	389,072	356,000

#### (b) Key management personnel (KMP) compensation

The total of compensation paid to KMP of the Shire during the year are as follows:

Short-term employee benefits	1,499,677	1,244,612
Post-employment benefits	173,057	159,722
Employee - other long-term benefits	161,023	183,677
Employee - termination benefits	57,536	0
Council member costs	380,368	356,000
21(a)	2,271,661	1,944,011

#### Short-term employee benefits

These amounts include all salary and fringe benefits awarded to KMP except for details in respect to fees and benefits paid to council members which may be separately found in the table above.

#### Post-employment benefits

These amounts are the current-year's cost of the Shire's superannuation contributions made during the year.

#### Other long-term benefits

These amounts represent annual leave and long service leave entitlements accruing during the year.

#### Termination benefits

These amounts represent termination benefits paid to KMP (Note: may or may not be applicable in any given year).

#### Council member costs

These amounts represent payments of member fees, expenses, allowances and reimbursements during the year.

## Notes to and Forming Part of the Financial Report continued

For the year ended 30 June 2025

### 21. RELATED PARTY TRANSACTIONS (Continued)

#### (c) Transactions with related parties

Transactions between related parties and the Shire are on normal commercial terms and conditions, no more favourable than those available to other parties, unless otherwise stated.

No outstanding balances or provisions for doubtful debts or guarantees exist in relation to related parties at year end.

In addition to KMP compensation above the following transactions occurred with related parties:

	2025 Actual \$	2024 Actual \$
Sale of goods and services	5,330	4,752
Purchase of goods and services	23,305	31,076

#### (d) Related parties

The Shire's main related parties are as follows:

##### i. Key management personnel

Any person(s) having authority and responsibility for planning, directing and controlling the activities of the Shire, directly or indirectly, including any council member, are considered key management personnel.

##### ii. Other Related Parties

During the previous year, a company controlled by a related party of a council member, was awarded a contract under the selective tender process on terms and conditions equivalent for those that prevail in arm's length transactions under the Shire's procurement process.

Short-term employee benefits related to an associate person of the CEO who was employed by the Shire under normal employment terms and conditions.

Outside of normal citizen type transactions with the Shire, there were no other related party transactions involving key management personnel and/or their close family members and/or their controlled (or jointly controlled) entities.

##### iii. Entities subject to significant influence by the Shire

There were no such entities requiring disclosure during the current or previous year.

### 22. JOINT ARRANGEMENTS

#### Share of joint operations

Communities Housing (Homeswest):

Purpose

The Shire of Ashburton, in conjunction with Homeswest, is providing rental accommodation for senior citizens who are eligible.

Address: 46 Second Avenue, Onslow 6710 (Carinya Units 1 - 5)

5 Dwellings - Freehold / Certificate of Title Volume 3042 Folio 6 / Drawing No. 190235

Legal Agreements:

Joint Venture Agreement dated 2 August 1994, for fifty years from this date.

#### Statement of financial position

	2025 Actual \$	2024 Actual \$
Cash and cash equivalents	0	5,354
Land and buildings	1,093,670	1,093,670
Less: accumulated depreciation	(523,554)	(499,897)
<b>Total assets</b>	<b>570,116</b>	<b>599,127</b>
Reserve accounts	0	5,354
<b>Total equity</b>	<b>0</b>	<b>5,354</b>

#### Statement of comprehensive income

Other revenue	14,560	14,560
Depreciation	(23,659)	(50,744)
Other expense	(85,335)	(32,379)
<b>Profit/(loss) for the period</b>	<b>(94,434)</b>	<b>(68,563)</b>
Other comprehensive income		
<b>Total comprehensive income for the period</b>	<b>(94,434)</b>	<b>(68,563)</b>

#### Statement of cash flows

Other revenue	14,560	14,560
Other expense	(23,659)	(32,379)
<b>Net cash provided by (used in) operating activities</b>	<b>(9,099)</b>	<b>(17,819)</b>

#### MATERIAL ACCOUNTING POLICIES

##### Joint operations

A joint operation is a joint arrangement where the Shire has joint control with two or more parties to the joint arrangement. All parties to joint arrangement have rights to the assets, and obligations for the liabilities relating to the arrangement.

Assets, liabilities, revenues and expenses relating to the Shire's interest in the joint operation are accounted for in accordance with the relevant Australian Accounting Standards.

## Notes to and Forming Part of the Financial Report continued

For the year ended 30 June 2025

### 23. FINANCIAL RISK MANAGEMENT

This note explains the Shire's exposure to financial risks and how these risks could affect the Shire's future financial performance.

Risk	Exposure arising from	Measurement	Management
<b>Market risk - interest rates</b>	Long term borrowings at variable rates	Sensitivity analysis	Utilise fixed interest rate borrowings
<b>Credit risk</b>	Cash and cash equivalents, trade receivables, financial assets and debt investments	Aging analysis Credit analysis	Diversification of bank deposits, credit limits. Investment policy
<b>Liquidity risk</b>	Borrowings and other liabilities	Rolling cash flow forecasts	Availability of committed credit lines and borrowing facilities

The Shire does not engage in transactions expressed in foreign currencies and is therefore not subject to foreign currency risk.

Financial risk management is carried out by the finance department under policies approved by the council. The finance department identifies, evaluates and manages financial risks in close co-operation with the operating divisions. Council have approved the overall risk management policy and provide policies on specific areas such as investment policy.

#### (a) Interest rate risk

##### Cash and cash equivalents

The Shire's main interest rate risk arises from cash and cash equivalents with variable interest rates, which exposes the Shire to cash flow interest rate risk. Short term overdraft facilities also have variable interest rates however these are repaid within 12 months, reducing the risk level to minimal.

Excess cash and cash equivalents are invested in fixed interest rate term deposits which do not expose the Shire to cash flow interest rate risk. Cash and cash equivalents required for working capital are held in variable interest rate accounts and non-interest bearing accounts. Carrying amounts of cash and cash equivalents as at 30 June and the weighted average interest rate across all cash and cash equivalents, term deposits, and Treasury bonds held disclosed as financial assets at amortised cost are reflected in the table below.

	Weighted average interest rate %	Carrying amounts \$	Fixed interest rate \$	Variable interest rate \$	Non interest bearing \$
<b>2025</b>					
Cash and cash equivalents	4.25%	46,565,387	8,609,311	37,956,076	0
Financial assets at amortised cost - term deposits	4.58%	72,969,788	72,969,788	0	0
Financial assets at amortised cost - Treasury bonds					
<b>2024</b>					
Cash and cash equivalents	2.30%	43,093,806	37,614,937	5,478,869	0
Financial assets at amortised cost - term deposits	2.66%	47,096,750	47,096,750	0	0
Financial assets at amortised cost - Treasury bonds					

##### Sensitivity

Profit or loss is sensitive to higher/lower interest income from cash and cash equivalents as a result of changes in interest rates.

2025	2024
\$ 379,561	\$ 54,789

Impact of a 1% movement in interest rates on profit or loss and equity\*

\* Holding all other variables constant

##### Borrowings

Borrowings are subject to interest rate risk - the risk that movements in interest rates could adversely affect funding costs. The Shire manages this risk by borrowing long term and fixing the interest rate to the situation considered the most advantageous at the time of negotiation. The Shire does not consider there to be any interest rate risk in relation to borrowings. Details of interest rates applicable to each borrowing may be found at Note 29(a).

### 23. FINANCIAL RISK MANAGEMENT (Continued)

#### (b) Credit risk

##### Trade and other receivables

The Shire's major trade and other receivables comprise contractual non-statutory user fees and charges, grants, contributions and reimbursements. The major risk associated with these receivables is credit risk - the risk that the debts may not be repaid. The Shire manages this risk by monitoring outstanding debt and employing debt recovery policies.

The level of outstanding receivables is reported to council monthly and benchmarks are set and monitored for acceptable collection performance.

The Shire applies the AASB 9 Financial Instruments simplified approach to measuring expected credit losses using a lifetime expected loss allowance for all trade and other receivables. To measure the expected credit losses, receivables from grants, contributions and reimbursements are separated from other trade receivables due to the difference in payment terms and security.

The expected loss rates are based on the payment profiles of trade and other receivables over a period of 36 months before 1 July 2024 or 1 July 2025 respectively and the corresponding historical losses experienced within this period. Historical credit loss rates are adjusted to reflect current and forward-looking information on macroeconomic factors such as the ability of users to settle the receivables.

The loss allowance as at 30 June 2025 and 30 June 2024 was determined as follows for trade and other receivables.

	Current	More than 30 days past due	More than 60 days past due	More than 90 days past due	Total
<b>30 June 2025</b>					
<b>Trade receivables</b>					
Expected credit loss	0.00%	0.00%	0.00%	41.63%	
Gross carrying amount	1,791,056	1,880,534	95,200	36,808	3,803,598
Loss allowance	0	0	0	15,323	15,323
<b>Rates and Statutory Receivables</b>					
Expected credit loss	0.00%	0.00%	0.00%	70.02%	
Gross carrying amount	0	0	0	336,020	336,020
Loss allowance	0	0	0	235,298	235,298
<b>30 June 2024</b>					
<b>Trade receivables</b>					
Expected credit loss	0.00%	0.00%	0.00%	3.44%	
Gross carrying amount	1,348,577	99,639	47,816	419,056	1,915,088
Loss allowance	0	0	0	14,409	14,409
<b>Rates and Statutory Receivables</b>					
Expected credit loss	0.00%	0.00%	0.00%	0.00%	
Gross carrying amount	0	0	0	469,337	469,337
Loss allowance	0	0	0	0	0



## Notes to and Forming Part of the Financial Report continued

For the year ended 30 June 2025

### 23. FINANCIAL RISK MANAGEMENT (Continued)

#### (b) Credit risk (Continued)

The loss allowances for trade, other receivables and contract assets as at 30 June reconcile to the opening loss allowances as follows:

	Trade receivables		Rates and Statutory Receivables	
	2025 Actual	2024 Actual	2025 Actual	2024 Actual
<b>Opening loss allowance as at 1 July</b>	\$ 14,409	\$ 295,685	\$ 0	\$ 0
Increase in loss allowance recognised in profit or loss during the year	914	2,869	235,298	0
Receivables written off during the year as uncollectible	30,452	(256,633)	0	0
Unused amount reversed	(30,452)	(27,512)	0	0
<b>Closing loss allowance at 30 June</b>	15,323	14,409	235,298	0

Trade, other receivables and contract assets are written off where there is no reasonable expectation of recovery. Indicators that there is no reasonable expectation of recovery include, amongst others, the failure of a debtor to engage in a repayment plan with the Shire, and a failure to make contractual payments for a period of greater than 120 days past due.

Impairment losses on rates and statutory receivables, trade, other receivables and contract assets are presented as net impairment losses within other expenditure. Subsequent recoveries of amounts previously written off are credited against the same line item.

#### Contract assets

The Shire's contract assets represent work completed, which have not been invoiced at year end. This is due to the Shire not having met all the performance obligations in the contract which give an unconditional right to receive consideration.

The Shire applies the simplified approach to measure expected credit losses which uses a lifetime expected loss allowance for all contract assets. To measure the expected credit losses, contract assets have been grouped based on shared credit risk characteristics and the days past due. Contract assets have substantially the same risk characteristics as the trade receivables for the same types of contracts. The Shire has therefore concluded that the expected loss rates for trade receivables are a reasonable approximation of the loss rates for the contract assets.

### 23. FINANCIAL RISK MANAGEMENT (Continued)

#### (c) Liquidity risk

##### Payables and borrowings

Payables and borrowings are both subject to liquidity risk – that is the risk that insufficient funds may be on hand to meet payment obligations as and when they fall due. The Shire manages this risk by monitoring its cash flow requirements and liquidity levels and maintaining an adequate cash buffer. Payment terms can be extended and overdraft facilities drawn upon if required and disclosed in Note 18(d).

The contractual undiscounted cash flows of the Shire's payables and borrowings are set out in the liquidity table below. Balances due within 12 months equal their carrying amounts, as the impact of discounting is not significant.

	Due within 1 year	Due between 1 & 5 years	Due after 5 years	Total contractual cash flows	Carrying amount
	\$	\$	\$	\$	\$
<b>2025</b>					
Trade and other payables	10,582,157	0	0	10,582,157	10,582,157
Borrowings	78,012	290,073	63,950	432,035	432,035
Contract Liabilities	13,184,941	2,676,620	0	15,861,561	15,861,561
Lease liabilities	52,018	0	0	52,018	52,018
	23,897,128	2,966,693	63,950	26,927,771	26,927,771
<b>2024</b>					
Trade and other payables	7,606,585	0	0	7,606,585	7,606,585
Borrowings	440,542	306,201	125,835	872,578	872,578
Contract Liabilities	11,577,051	478,002	0	12,055,053	12,055,053
Lease liabilities	52,174	0	0	52,174	52,174
	19,676,352	784,203	125,835	20,586,390	20,586,390

**Notes to and Forming Part of the Financial Report** continued

For the year ended 30 June 2025

**24. EVENTS OCCURRING AFTER THE END OF THE REPORTING PERIOD**

There has been no material events after the reporting period which would effect the financial report of the Shire of Ashburton for the year ended 30 June 2025 or which would require additional disclosures.

## Notes to and Forming Part of the Financial Report continued

For the year ended 30 June 2025

### 25. OTHER MATERIAL ACCOUNTING POLICIES

**a) Goods and services tax (GST)**  
Revenues, expenses and assets are recognised net of the amount of GST, except where the amount of GST incurred is not recoverable from the Australian Taxation Office (ATO).

Receivables and payables are stated inclusive of GST receivable or payable. The net amount of GST recoverable from, or payable to, the ATO is included with receivables or payables in the statement of financial position.

Cash flows are presented on a gross basis. The GST components of cash flows arising from investing or financing activities which are recoverable from, or payable to, the ATO are presented as operating cash flows.

**b) Current and non-current classification**

The asset or liability is classified as current if it is expected to be settled within the next 12 months, being the Shire's operational cycle. In the case of liabilities where the Shire does not have the unconditional right to defer settlement beyond 12 months, such as vested long service leave, the liability is classified as current even if not expected to be settled within the next 12 months. Inventories held for trading are classified as current or non-current based on the Shire's intentions to release for sale.

**c) Rounding off figures**

All figures shown in this annual financial report, other than a rate in the dollar, are rounded to the nearest dollar. Amounts are presented in Australian Dollars.

**d) Comparative figures**

Where required, comparative figures have been adjusted to conform with changes in presentation for the current financial year.

When the Shire applies an accounting policy retrospectively, makes a retrospective restatement or reclassifies items in its financial statements that has a material effect on the statement of financial position, an additional (third) Statement of Financial Position as at the beginning of the preceding period in addition to the minimum comparative financial report is presented.

**e) Budget comparative figures**

Unless otherwise stated, the budget comparative figures shown in this annual financial report relate to the original budget estimate for the relevant item of disclosure.

**f) Superannuation**

The Shire contributes to a number of Superannuation Funds on behalf of employees. All funds to which the Shire contributes are defined contribution plans.

**g) Fair value of assets and liabilities**

Fair value is the price that the Shire would receive to sell the asset or would have to pay to transfer a liability, in an orderly (i.e. enforced) transaction between independent, knowledgeable and willing market participants at the measurement date.

As fair value is a market-based measure, the closest equivalent observable market pricing information is used to determine fair value. Adjustments to market values may be made having regard to the characteristics of the specific asset or liability. The fair values of assets that are not traded in an active market are determined using one or more valuation techniques. These valuation techniques maximise, to the extent possible, the use of observable market data.

To the extent possible, market information is extracted from either the principal market for the asset or liability (i.e. the market with the greatest volume and level of activity for the asset or liability) or, in the absence of such a market, the most advantageous market available to the entity at the end of the reporting period (i.e. the market that maximises the receipts from the sale of the asset after taking into account transaction costs and transport costs).

For non-financial assets, the fair value measurement also takes into account a market participant's ability to use the asset in its highest and best use or to sell it to another market participant that would use the asset in its highest and best use.

**h) Interest revenue**

Interest revenue is calculated by applying the effective interest rate to the gross carrying amount of a financial asset measured at amortised cost except for financial assets that subsequently become credit-impaired. For credit-impaired financial assets the effective interest rate is applied to the net carrying amount of the financial asset (after deduction of the loss allowance).

**i) Fair value hierarchy**

AASB 13 *Fair Value Measurement* requires the disclosure of fair value information by level of the fair value hierarchy, which categorises fair value measurement into one of three possible levels based on the lowest level that an input that is significant to the measurement can be categorised into as follows:

**Level 1**

Measurements based on quoted prices (unadjusted) in active markets for identical assets or liabilities that the entity can access at the measurement date.

**Level 2**

Measurements based on inputs other than quoted prices included in Level 1 that are observable for the asset or liability, either directly or indirectly.

**Level 3**

Measurements based on unobservable inputs for the asset or liability.

The fair values of assets and liabilities that are not traded in an active market are determined using one or more valuation techniques. These valuation techniques maximise, to the extent possible, the use of observable market data. If all significant inputs required to measure fair value are observable, the asset or liability is included in Level 2. If one or more significant inputs are not based on observable market data, the asset or liability is included in Level 3.

**Valuation techniques**

The Shire selects a valuation technique that is appropriate in the circumstances and for which sufficient data is available to measure fair value. The availability of sufficient and relevant data primarily depends on the specific characteristics of the asset or liability being measured. The valuation techniques selected by the Shire are consistent with one or more of the following valuation approaches:

**Market approach**

Valuation techniques that use prices and other relevant information generated by market transactions for identical or similar assets or liabilities.

**Income approach**

Valuation techniques that convert estimated future cash flows or income and expenses into a single discounted present value.

**Cost approach**

Valuation techniques that reflect the current replacement cost of the service capacity of an asset.

Each valuation technique requires inputs that reflect the assumptions that buyers and sellers would use when pricing the asset or liability, including assumptions about risks. When selecting a valuation technique, the Shire gives priority to those techniques that maximise the use of observable inputs and minimise the use of unobservable inputs. Inputs that are developed using market data (such as publicly available information on actual transactions) and reflect the assumptions that buyers and sellers would generally use when pricing the asset or liability are considered observable, whereas inputs for which market data is not available and therefore are developed using the best information available about such assumptions are considered unobservable.

**j) Impairment of assets**

In accordance with Australian Accounting Standards the Shire's assets, other than inventories, are assessed at each reporting date to determine whether there is any indication they may be impaired.

Where such an indication exists, an impairment test is carried out on the asset by comparing the recoverable amount of the asset, being the higher of the asset's fair value less costs to sell and value in use, to the asset's carrying amount except for non-financial assets that are:

- land and buildings classified as property, plant and equipment;
- infrastructure; or
- vested improvements that the local government controls, in circumstances where there has been an impairment indication of a general decrease in asset values.

These non-financial assets are assessed in accordance with the regulatory framework detailed in Note 10.

Any excess of the asset's carrying amount over its recoverable amount is recognised immediately in profit or loss, unless the asset is carried at a revalued amount in accordance with another Standard (e.g. AASB 116 *Property, Plant and Equipment*) whereby any impairment loss of a revalued asset is treated as a revaluation decrease in accordance with that other Standard.



## Notes to and Forming Part of the Financial Report continued

For the year ended 30 June 2025

### 26. FUNCTION AND ACTIVITY

#### (a) Service objectives and descriptions

Shire operations as disclosed in this financial report encompass the following service orientated functions and activities.

Objective	Description
<b>Governance</b>	
The provision of decision -making process for the efficient allocation of scarce resources.	Includes the activities of members of Council and the administrative support available to the Council for the provision of governance of the district. Other costs relate to the task of assisting elected members and ratepayers on matters which do not concern specific local government services.
<b>General purpose funding</b>	
To collect revenue to allow for the provision of services.	Rates, general purpose government grants and interest revenue.
<b>Law, order, public safety</b>	
To provide services to help ensure a safer community.	Supervision of various by-laws, fire prevention, emergency services and animal control.
<b>Health</b>	
To assess and manage risks to public health and create and maintain environments that promote good public health.	Food safety, traders permits, septic approvals, analysis of drinking water, public pool safety, monitoring and control of mosquitoes, noise - dust or odour complaints, public building inspections, Environmental Health support to Aboriginal communities, provision of public information on issues such as asbestos, mosquitoes, food hygiene.
<b>Education and welfare</b>	
To meet the needs of the community in these areas.	Maintenance of pre-school facilities & donations to schools. Assistance to welfare groups and Youth Services.
<b>Housing</b>	
To manage housing.	Maintenance of staff and rental housing.
<b>Community amenities</b>	
To provide services required but the community.	Rubbish collections, refuse site operations, litter control, administration of the town planning scheme, cemetery operations, public toilet facilities and protection of the environment.
<b>Recreation and culture</b>	
To establish and manage efficiently infrastructure and resources which help the social well being of the community.	Maintenance of Halls, Swimming pools, sporting facilities, parks and associated facilities, provision of library services in Tom Price, Onslow, Pannawonica & Paraburdoo.
<b>Transport</b>	
To provide effective and efficient transport services to the community.	Construction and maintenance of streets, roads, bridges, footpaths; street lighting, traffic management and airport. Purchase and disposal of Council's Road Plant.
<b>Economic services</b>	
To help promote the Shire and improve it's economic well-being.	Building control, management of tourist bureau, tourism and area promotion and standpipes.
<b>Other property and services</b>	
To provide support services for works and plant operations.	Private works operations, plant repairs and operation costs, stock and materials, salaries and wages of Council employees.

### 26. FUNCTION AND ACTIVITY (Continued)

#### (b) Income and expenses

	2025 Actual \$	2024 Actual \$
<b>Income excluding grants, subsidies and contributions and capital grants, subsidies and contributions</b>		
Governance	7,073	2,271
General purpose funding	77,861,464	61,764,699
Law, order, public safety	64,713	126,992
Health	147,337	139,018
Education and welfare	23,165	24,499
Housing	1,173,133	1,264,375
Community amenities	14,927,747	6,512,167
Recreation and culture	11,450,312	772,656
Transport	8,149,168	3,404,108
Economic services	1,376,733	1,975,575
Other property and services	3,275,704	2,136,423
	118,456,549	78,122,783
<b>Grants, subsidies and contributions and capital grants, subsidies and contributions</b>		
General purpose funding	830,156	2,822,215
Law, order, public safety	20,000	7,332
Health	6,557	11,926
Community amenities	16,862	141,027
Recreation and culture	1,355,268	1,195,514
Other property and services	2,127,565	700,648
	4,356,408	4,878,662
<b>Total income</b>	122,812,957	83,001,445
<b>Expenses</b>		
Governance	(769,033)	(1,137,476)
General purpose funding	(198,013)	(79,794)
Law, order, public safety	(1,180,421)	(1,148,100)
Health	(765,128)	(546,682)
Education and welfare	(951,606)	(750,035)
Housing	(3,238,772)	(1,895,591)
Community amenities	(10,896,773)	(12,542,756)
Recreation and culture	(21,794,128)	(17,681,499)
Transport	(20,121,367)	(20,501,495)
Economic services	(6,046,600)	(5,802,271)
Other property and services	(11,606,092)	(8,097,879)
<b>Total expenses</b>	(77,567,933)	(70,183,578)
<b>Net result for the period</b>	45,245,024	12,817,867
<b>(c) Assets</b>		
Governance	31,649,583	24,818,893
General purpose funding	7,723,724	7,809,636
Law, order, public safety	4,258,996	4,177,072
Health	(4,393)	390
Education and welfare	13,159,032	13,428,170
Housing	62,354,631	52,129,613
Community amenities	44,462,991	32,855,394
Recreation and culture	130,870,179	119,769,874
Transport	368,484,911	361,943,502
Economic services	40,992,939	43,539,194
Other property and services	10,680,621	13,720,413
Unallocated	44,072,843	28,923,983
<b>Total assets</b>	758,706,057	703,116,134

## Notes to and Forming Part of the Financial Report continued

For the year ended 30 June 2025

### 27. RATING INFORMATION

#### (a) General rates

RATE TYPE		Rate in	Number	2024/25	2024/25	2024/25	2024/25	2024/25	2024/25	2024/25	2023/24
Rate description	Basis of valuation	\$	of properties	Actual rateable value*	Actual rate revenue	Actual interim rates	Actual total revenue	Budget rate revenue	Budget interim rate	Budget total revenue	Actual total revenue
Residential / Community	Gross rental valuation	0.09830	2,246	48,347,196	4,752,530	8,160	4,760,690	4,744,402	0	4,744,402	4,659,125
Commercial / Industrial	Gross rental valuation	0.09830	147	15,083,214	1,482,680	12,989	1,495,669	1,440,100	0	1,440,100	1,309,753
Transient Workforce Accom.	Gross rental valuation	0.19500	19	20,982,980	4,091,681	5,704,044	9,795,725	4,091,681	2,679,564	6,771,245	3,542,654
Pastoral	Unimproved valuation	0.19290	37	7,523,389	1,451,262	(122,453)	1,328,809	1,451,262		1,451,262	947,947
Non-Pastoral	Unimproved valuation	0.38568	652	131,936,359	50,885,215	2,911,411	53,796,626	50,895,191	2,000,000	52,895,191	45,157,663
Non-Rateable	Gross rental valuation		247	2,073,830	0	(603)	(603)	0	0	0	0
Non-Rateable	Unimproved valuation		1	55,957	0	0	0	0	0	0	0
<b>Total general rates</b>			3,349	226,002,925	62,663,368	8,513,548	71,176,916	62,622,636	4,679,564	67,302,200	55,617,142
<b>Minimum payment</b>											
<b>Minimum payment</b>		\$									
Residential / Community	Gross rental valuation	1,350	330	3,104,584	445,500	0	445,500	453,600	0	453,600	454,570
Commercial / Industrial	Gross rental valuation	1,350	40	256,429	54,000	0	54,000	54,000	0	54,000	51,090
Transient Workforce Accom.	Gross rental valuation	1,350	3	60	4,050	0	4,050	4,050	0	4,050	2,620
Pastoral	Unimproved valuation	1,350	2	9,529	2,700	0	2,700	2,700	0	2,700	6,550
Non-Pastoral	Unimproved valuation	1,350	414	621,947	558,900	0	558,900	565,650	0	565,650	581,640
<b>Total minimum payments</b>			789	3,992,549	1,065,150	0	1,065,150	1,080,000	0	1,080,000	1,096,470
<b>Total general rates and minimum payments</b>			4,138	229,995,474	63,728,518	8,513,548	72,242,066	63,702,636	4,679,564	68,382,200	56,713,612
<b>Ex-gratia rates</b>											
Dampier to Bunbury Natural Gas Pipeline Corridor			0	0	12,497	0	12,497	11,900	0	11,900	11,790
<b>Total amount raised from rates (excluding general rates)</b>			0	0	12,497	0	12,497	11,900	0	11,900	11,790
Rates written off							(39,488)			0	(64,076)
Rate Adjustments							0			0	(54,328)
<b>Total rates</b>							72,215,075			68,394,100	56,606,998
<b>(b) Rates related information</b>											
Rates instalment interest							28,732			27,300	27,445
Rates overdue interest							53,662			40,800	32,979

\*Rateable Value at time of raising of rate.

## Notes to and Forming Part of the Financial Report continued

For the year ended 30 June 2025

### 28. DETERMINATION OF SURPLUS OR DEFICIT

Note	2024/25 (30 June 2025 carried forward) \$	2024/25 Budget (30 June 2025 carried forward) \$	2023/24 (30 June 2024 carried forward) \$
<b>(a) Non-cash amounts excluded from operating activities</b>			
The following non-cash revenue or expenditure has been excluded from amounts attributable to operating activities within the Statement of Financial Activity in accordance with <i>Financial Management Regulation 32</i> .			
<b>Adjustments to operating activities</b>			
Less: Profit on asset disposals	(196,850)	(104,500)	(86,759)
Less: Fair value adjustments to financial assets at fair value through profit or loss	6,215	0	(2,942)
Add: Loss on disposal of assets	2,717,102	77,300	2,007,504
8(a), 9(a) & 11(a)			
Add: Depreciation	19,184,636	14,105,200	19,002,305
Non-cash movements in non-current assets and liabilities:			
Employee benefit provisions	170,185	0	9,377
Other provisions	3,681,022	0	3,211,490
Contract liabilities	2,198,618	0	478,002
Inventory	715,042	0	0
<b>Non-cash amounts excluded from operating activities</b>	<b>28,476,970</b>	<b>14,078,000</b>	<b>24,618,977</b>
<b>(b) Non-cash amounts excluded from investing activities</b>			
The following non-cash revenue or expenditure has been excluded from amounts attributable to investing activities within the Statement of Financial Activity in accordance with <i>Financial Management Regulation 32</i> .			
<b>Adjustments to investing activities</b>			
Property, plant and equipment received for substantially less than fair value	18(c) 1,128,000	0	1,027,000
Right of use assets received - non cash	11(a) 68,962	0	0
<b>Non-cash amounts excluded from investing activities</b>	<b>1,196,962</b>	<b>0</b>	<b>1,027,000</b>
<b>(c) Non-cash amounts excluded from financing activities</b>			
The following non-cash revenue or expenditure has been excluded from amounts attributable to financing activities within the Statement of Financial Activity in accordance with <i>Financial Management Regulation 32</i> .			
<b>Adjustments to financing activities</b>			
Non cash proceeds from new leases	29(b) (68,962)	0	0
<b>Non-cash amounts excluded from financing activities</b>	<b>(68,962)</b>	<b>0</b>	<b>0</b>
<b>(d) Surplus or deficit after imposition of general rates</b>			
The following current assets and liabilities have been excluded from the net current assets used in the Statement of Financial Activity in accordance with <i>Financial Management Regulation 32</i> to agree to the surplus/(deficit) after imposition of general rates.			
<b>Adjustments to net current assets</b>			
Less: Reserve accounts	30 (81,579,098)	(53,218,376)	(64,711,685)
Less: Financial assets at amortised cost			
Less: Current assets not expected to be received at end of year			
- Capital grant/contribution liabilities	0	2,110,700	0
Add: Current liabilities not expected to be cleared at end of year			
- Current portion of borrowings	14 78,012	440,543	440,542
- Current portion of lease liabilities	11(b) 52,018	0	52,174
<b>Total adjustments to net current assets</b>	<b>(81,449,068)</b>	<b>(50,667,133)</b>	<b>(64,218,969)</b>
<b>Net current assets used in the Statement of financial activity</b>			
Total current assets	127,959,362	71,405,836	96,318,217
Less: Total current liabilities	(25,982,910)	(20,738,703)	(21,609,824)
Less: Total adjustments to net current assets	(81,449,068)	(50,667,133)	(64,218,969)
<b>Surplus or deficit after imposition of general rates</b>	<b>20,527,384</b>	<b>0</b>	<b>10,489,424</b>



## Notes to and Forming Part of the Financial Report continued

For the year ended 30 June 2025

### 29. BORROWING AND LEASE LIABILITIES

#### (a) Borrowings

Purpose	Note	Actual							Budget			
		Principal at	New loans	Principal	Principal at 30	New loans	Principal	Principal at	Principal at 1	New loans	Principal	Principal at
		1 July 2023	during 2023-24	repayments	June 2024	during 2024-25	repayments	30 June 2025	July 2024	during 2024-25	repayments	30 June 2025
		\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Onslow Administration Building*		506,540	0	(49,179)	457,361	0	(50,821)	406,540	458,361	0	(50,821)	407,540
Onslow Transfer Station*		720,537	0	(354,763)	365,774	0	(365,774)	0	365,774	0	(365,774)	0
Onslow Aerodrome Upgrade*		71,938	0	(22,495)	49,443	0	(23,947)	25,496	49,803	0	(23,948)	25,855
<b>Total</b>		<b>1,299,015</b>	<b>0</b>	<b>(426,437)</b>	<b>872,578</b>	<b>0</b>	<b>(440,542)</b>	<b>432,036</b>	<b>873,938</b>	<b>0</b>	<b>(440,543)</b>	<b>433,395</b>
<b>Borrowing finance cost payments</b>												
Purpose		Loan number	Institution	Interest rate	Date final payment is due	Actual for year ending 30 June 2025		Budget for year ending 30 June 2025	Actual for year ending 30 June 2024			
						\$	\$	\$	\$	\$	\$	\$
Onslow Administration Building*		124	WATC*	3.31%	31/05/2032	(14,721)	(14,722)	(16,363)				
Onslow Transfer Station*		122	WATC*	3.08%	30/04/2025	(8,470)	(2,770)	(19,482)				
Onslow Aerodrome Upgrade*		119	WATC*	6.36%	30/06/2026	(2,770)	(8,471)	(4,223)				
<b>Total</b>						<b>(25,961)</b>	<b>(25,963)</b>	<b>(40,068)</b>				
<b>Total finance cost payments</b>						<b>(25,961)</b>	<b>(25,963)</b>	<b>(40,068)</b>				

\* WA Treasury Corporation

### 29. BORROWING AND LEASE LIABILITIES (Continued)

#### (b) Lease liabilities

Purpose	Note	Actual							Budget			
		Principal at	New leases	Principal	Principal at 30	New leases	Principal	Principal at 30	Principal at 1	New leases	Principal	Principal at
		1 July 2023	during 2023-24	repayments	June 2024	during 2024-25	repayments	June 2025	July 2024	during 2024-25	repayments	30 June 2025
		\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Photocopier Lease		119,763	0	(67,589)	52,174	68,962	(69,118)	52,018	57,891	0	(57,891)	0
<b>Total lease liabilities</b>	11(b)	<b>119,763</b>	<b>0</b>	<b>(67,589)</b>	<b>52,174</b>	<b>68,962</b>	<b>(69,118)</b>	<b>52,018</b>	<b>57,891</b>	<b>0</b>	<b>(57,891)</b>	<b>0</b>
<b>Lease finance cost payments</b>												
Purpose		Lease number	Institution	Interest rate	Date final payment is due	Actual for year ending 30 June 2025		Budget for year ending 30 June 2025	Actual for year ending 30 June 2024		Lease term	
						\$	\$	\$	\$	\$		
Photocopier Lease		-	-	28.00%	31/03/2025	(1,406)	0	(2,936)	(2,936)	0	36 Months	
<b>Total finance cost payments</b>						<b>(1,406)</b>	<b>0</b>	<b>(2,936)</b>	<b>(2,936)</b>	<b>0</b>		

## Notes to and Forming Part of the Financial Report continued

For the year ended 30 June 2025

### 30. RESERVE ACCOUNTS

	2025 Actual opening balance	2025 Actual transfer to	2025 Actual transfer (from)	2025 Actual closing balance	2025 Budget opening balance	2025 Budget transfer to	2025 Budget transfer (from)	2025 Budget closing balance	2024 Actual opening balance	2024 Actual transfer to	2024 Actual transfer (from)	2024 Actual closing balance
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Restricted by council</b>												
(a) Financial Risk Reserve	5,462,317	275,013	0	5,737,330	5,491,822	340,000	(800,000)	5,031,822	5,693,606	168,711	(400,000)	5,462,317
(b) Future Projects Reserve	28,637,967	2,711,613	(15,666,967)	15,682,613	27,883,460	1,657,100	(23,186,096)	6,354,464	11,003,696	17,634,271	0	28,637,967
(c) Housing Reserve	2,081,546	7,970,566	(754,805)	9,297,307	2,072,108	7,500,000	(1,500,534)	8,071,574	74	2,081,472	0	2,081,546
(d) Infrastructure Reserve	1,051,147	8,049,147	(880,093)	8,220,201	643,382	6,532,800	(600,000)	6,576,182	549,260	501,887	0	1,051,147
(e) Joint Venture Housing Reserve	5,354	258	(5,612)	0	5,381	300	(5,681)	0	5,200	154	0	5,354
(f) Onslow Aerodrome Reserve	8,644,638	4,216,312	(473,287)	12,387,663	8,872,368	3,566,300	(1,638,808)	10,799,860	9,483,608	394,825	(1,233,795)	8,644,638
(g) Onslow Community Infrastructure Reserve	203,659	9,809	(213,468)	0	203,659	12,200	(215,859)	0	203,659	0	0	203,659
(h) Plant Replacement Reserve	785,413	47,235	(131,507)	701,141	795,424	115,400	(131,507)	779,317	1,931,871	166,752	(1,313,210)	785,413
(i) Property Development Reserve	3,178,078	156,990	(1,029,896)	2,305,172	3,194,072	184,300	(1,220,000)	2,158,372	3,086,616	91,462	0	3,178,078
(j) Tom Price Administration Building Reserve	12,438,752	6,830,690	0	19,269,442	12,501,356	721,400	0	13,222,756	12,080,778	357,974	0	12,438,752
(k) Waste Services Reserve	2,024,008	99,037	(2,014,904)	108,141	2,781,986	101,200	(2,659,157)	224,029	1,694,979	774,887	(445,858)	2,024,008
(l) COVID-19 Relief & Stimulus	198,806	9,576	(208,382)	0	199,805	11,500	(211,305)	0	193,084	5,722	0	198,806
(m) Regional Waste Facility	0	7,870,088	0	7,870,088	0	0	0	0	0	0	0	0
	64,711,685	38,246,334	(21,378,921)	81,579,098	64,644,823	20,742,500	(32,168,947)	53,218,376	45,926,431	22,178,117	(3,392,863)	64,711,685

All reserves are supported by cash and cash equivalents and financial assets at amortised cost and are restricted within equity as Reserve accounts.

In accordance with council resolutions or adopted budget in relation to each reserve account, the purpose for which the reserves are set aside and their anticipated date of use are as follows:

Name of reserve account	Purpose of the reserve account
<b>Restricted by council</b>	
(a) Financial Risk Reserve	To contribute towards the funding of high-cost, significant projects as identified in long-term plans.
(b) Future Projects Reserve	To contribute towards the provision for housing to maintain, improve or increase Council's housing portfolio.
(c) Housing Reserve	To contribute towards funding new and renewal initiatives associated with Council assets and infrastructure.
(d) Infrastructure Reserve	To contribute towards Council's contribution for repairs and maintenance to Joint Venture Housing.
(e) Joint Venture Housing Reserve	To contribute towards operational deficits and improvements and receive operational surpluses for the Onslow Airport.
(f) Onslow Aerodrome Reserve	To contribute towards the development of community facilities in Onslow.
(g) Onslow Community Infrastructure Reserve	To contribute towards the funding of new and replacement plant and machinery.
(h) Plant Replacement Reserve	To contribute towards purchasing, developing and selling property for economic benefit.
(i) Property Development Reserve	To contribute towards funding a new Council Administration Facility in Tom Price.
(j) Tom Price Administration Building Reserve	To contribute towards initiatives, upgrade and modifications to Council Waste Facilities.
(k) Waste Services Reserve	To contribute towards support and relief initiatives for those impacted by COVID-19.
(l) COVID-19 Relief & Stimulus	To contribute towards initiatives, upgrades and modifications to the Regional Waste Management Facility.
(m) Regional Waste Facility	To contribute towards initiatives, upgrades, modifications and rehabilitation of Council's Class 4 Regional Waste Management Facility

Notes to and Forming Part of the Financial Report continued

For the year ended 30 June 2025

31. TRUST FUNDS

Funds held at balance date which are required to be held in trust and which are not included in the financial statements are as follows:

	1 July 2024	Amounts received	Amounts paid	30 June 2025
	\$	\$	\$	\$
Cash in lieu of public open space	6,016	0	0	6,016
	6,016	0	0	6,016



## Independent Auditor's Report



### Auditor General

#### INDEPENDENT AUDITOR'S REPORT

2025

Shire of Ashburton

#### To the Council of the Shire of Ashburton

##### Opinion

I have audited the financial report of the Shire of Ashburton (Shire) which comprises:

- the statement of financial position as at 30 June 2025, the statement of comprehensive income, statement of changes in equity, statement of cash flows and statement of financial activity for the year then ended
- notes comprising a summary of material accounting policies and other explanatory information.

In my opinion, the financial report:

- is based on proper accounts and records
- presents fairly, in all material respects, the results of the operations of the Shire for the year ended 30 June 2025 and its financial position at the end of that period
- is in accordance with the *Local Government Act 1995* (the Act) and, to the extent that they are not inconsistent with the Act, Australian Accounting Standards.

##### Basis for opinion

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

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

##### Other information

The Chief Executive Officer (CEO) is responsible for the preparation and the Council for overseeing the other information. The other information is the information in the entity's annual report for the year ended 30 June 2025, but not the financial report and my auditor's report.

My opinion on the financial report does not cover the other information and accordingly, I do not express any form of assurance conclusion thereon.

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 or 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 other information, I am required to report that fact. I did not receive the other information prior to the date of this auditor's report. When I do receive it, I will read it and if I conclude that there is a material misstatement in this information, I am required to communicate the matter to the CEO and Council and request them to correct the misstated information. If the misstated information is not corrected, I may need to retract this auditor's report and re-issue an amended report.

##### Responsibilities of the Chief Executive Officer and Council for the financial report

The Chief Executive Officer (CEO) of the Shire is responsible for:

- keeping proper accounts and records
- preparation and fair presentation of the financial report in accordance with the requirements of the Act, the Regulations and Australian Accounting Standards
- managing internal control as required by the CEO to ensure the financial report is free from material misstatement, whether due to fraud or error.

In preparing the financial report, the CEO is responsible for:

- assessing the Shire's ability to continue as a going concern
- disclosing, as applicable, matters related to going concern
- using the going concern basis of accounting unless the State Government has made decisions affecting the continued existence of the Shire.

The Council is responsible for overseeing the Shire's financial reporting process.

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

As required by the *Auditor General Act 2006*, my responsibility is to express an opinion on the financial report. The objectives of my audit 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 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 the financial report. 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.

A further description of my responsibilities for the audit of the financial report is located on the Auditing and Assurance Standards Board website. This description forms part of my auditor's report and can be found at [https://www.augasb.gov.au/auditors\\_responsibilities/ar4.pdf](https://www.augasb.gov.au/auditors_responsibilities/ar4.pdf).

##### My independence and quality management relating to the report on the financial report

I have complied with the independence requirements of the *Auditor General Act 2006* and the relevant ethical requirements relating to assurance engagements. In accordance with ASQM 1 *Quality Management for Firms that Perform Audits or Reviews of Financial Reports and Other Financial Information, or Other Assurance or Related Services Engagements*, the Office of the Auditor General maintains a comprehensive system of quality management including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

## Independent Auditor's Report continued

### Matters relating to the electronic publication of the audited financial report

This auditor's report relates to the financial report of the Shire of Ashburton for the year ended 30 June 2025 included in the annual report on the Shire's website. The Shire's management is responsible for the integrity of the Shire's website. This audit does not provide assurance on the integrity of the Shire's website. The auditor's report refers only to the financial report. It does not provide an opinion on any other information which may have been hyperlinked to/from the annual report. If users of the financial report are concerned with the inherent risks arising from publication on a website, they are advised to contact the Shire to confirm the information contained in the website version.



Mahmoud Salahat  
Acting Senior Director Financial Audit  
Delegate of the Auditor General for Western Australia  
Perth, Western Australia  
21 November 2025





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