

Shire of Three Springs

Annual Report

2024/25



1. Overview

The Shire of Three Springs Annual Report for 2024/2025 offers a comprehensive snapshot of our organisation's performance over the past year. Within these pages, readers will find a clear account of the Shire's operational focus, the progress made on priority projects, and the outcomes achieved in line with our long-term strategic direction.

This report brings together key highlights from across the organisation, illustrating how our efforts in governance, community initiatives, infrastructure improvements, and service delivery continue to support the aspirations outlined in both the Strategic Community Plan and the Corporate Business Plan. It also reflects the challenges we have responded to and the opportunities we have pursued as we work to meet community expectations.

Financial accountability remains a central theme, and the report includes audited statements detailing our financial position, income streams, and expenditure for the year. These results demonstrate prudent financial management and reinforce our commitment to operating sustainably and efficiently.

Beyond reporting on the year that has passed, this document also plays an important role in shaping what comes next. The insights provided here inform our planning processes and help guide future decision-making as we continue to collaborate with our community and partners. Through this report, we reaffirm our commitment to responsible governance and to delivering services and infrastructure that support a thriving, resilient Shire.



2. The Three Springs District

Key Statistics (2021)

Distance from Perth	313km
Land Area	1927km ²
Mean Maximum Temperature (January)	37.6 °C
Mean Minimum Temperature (July)	6.2 °C
Mean Rain Days (Annual)	69
Population	575
Population – Indigenous	50
Population – Males	296
Population – Females	274
Median Age	42
Number of Electors	322
Engaged in Employment, Education or Training – Fully Engaged	164
Engaged in Employment, Education or Training – Partly Engaged	62
Engaged in Employment, Education or Training – Not Engaged	16
Unemployed	10
Housing – Owner with or without a Mortgage	119
Housing – Renter	55
Housing – Homeless or Work-Supplied Accommodation	30
Rateable Properties – Total	471
Rateable Properties – General Rate	225
Rateable Properties – Rural / Pastoral	208
Rateable Properties – Mining	38

3 Shire President's Report

As we look back on the 2024/25 financial year, I am incredibly proud of what we have achieved together as a community.

Over the past year, Council has worked closely with our CEO and Shire staff to focus on what matters most to the people of Three Springs—strong services, safe and reliable infrastructure, and a town that continues to grow and thrive. The progress outlined in this Annual Report reflects not just planning and investment, but the shared effort and care that our community brings to everything we do.

One of the most significant milestones this year was the strong progress made on regional road network, completing widening works on the Perenjori–Three Springs Road and Inering Road, and commencing works on the Eneabba–Three Springs Road. These projects are essential for safety, freight movement, and regional connection. We are also near-completion with the build and fit-out of the Three Springs Incident Control Centre. This facility will play an important role in keeping our community safe during emergencies, while also supporting everyday operations.

We continued to invest in the places that bring people together. The gym was expanded and a safe zone for children was created. Planning progressed on the Three Springs Aquatic Centre Masterplan, shaped by the feedback many of you shared through surveys and consultation. Completion of the Netball courts revitalisation occurred. Important work continued behind the scenes to prepare future road resealing and asset improvements. We also took pride in celebrating our heritage and promoting tourism through new Heritage Trail Booklets and growing astrotourism opportunities.

Community events remained a highlight of the year. From the Silo Movie Nights which was made easier due to the construction of a purpose built projector trailer, to Get Online Week, Off Road Racing weekend and ANZAC Day commemorations. These moments bring us together, celebrate who we are, and strengthen our sense of belonging.

We also began improving how we communicate with you, transitioning to a new messaging platform and planning for a more modern and user-friendly Shire website. These changes are about making it easier for you to stay informed, connected, and involved.

I would like to sincerely thank my fellow Councillors for their commitment, collaboration, and dedication throughout the year. Their thoughtful decision-making and genuine care for the community play a vital role in the progress we continue to make.

None of this would be possible without the dedication of our Shire staff, the leadership of our CEO, and the incredible contribution of volunteers, community groups, and local businesses. Your time, energy, and passion are what make Three Springs such a special place.

On behalf of Council, thank you for your trust, your engagement, and your pride in our town. With important projects underway and a strong sense of community spirit, I am confident that together we are building a safe, connected, and positive future for Three Springs.

Cr. Chris Lane
President

4. Chief Executive Officer Report

This report reflects the Shire's activities and achievements for the 2024/25 financial year during a period of leadership transition. The Chief Executive Officer who was in the role as at 30 June 2025 has since moved on to take up a position with another local government. While the initiatives and outcomes outlined were delivered under his leadership, this report has been finalised and presented by the undersigned in my role as Temporary Chief Executive Officer. I am pleased to share this update with our community and acknowledge the collective efforts of Council, staff, and community members throughout the year.

The 2024/25 financial year was one of steady progress, resilience, and forward planning for the Shire of Three Springs. Despite increasing cost pressures, workforce challenges, and rising community expectations, the Shire continued to deliver essential services, progress strategic projects, and maintain a strong focus on sound financial management. Prudent budgeting and careful prioritisation enabled continued investment in infrastructure, services, and community facilities while maintaining financial sustainability and accountability.

Significant effort was directed toward maintaining and improving community infrastructure and planning for future needs. Key assets were upgraded to ensure they remain safe, functional, and fit for purpose, while preparatory work continued on projects that will support community amenity, tourism, and regional connectivity. At the same time, strong governance practices, policy compliance, and continuous improvement in systems and procedures supported effective decision-making and risk management.

The Shire's achievements during the year were made possible through collaboration between Council, staff, volunteers, and community partners. Community engagement and strong partnerships with local groups, neighbouring local governments, regional organisations, and State agencies remain central to delivering outcomes in a small regional setting. Looking ahead, the Shire is well positioned to build on the foundations established during the year, with a continued focus on being proactive, financially responsible, and community-centred.

I would like to acknowledge the dedication of our Councillors, staff, volunteers, and community members who contribute to the success of the Shire of Three Springs. Your commitment, collaboration, and pride in our community are what enable us to achieve meaningful outcomes. I look forward to continuing this work together as we move into the next phase of the Shire's journey.

Krys East

Temporary CEO



5. Councillors

Cr. Chris Lane

- **Position:** Shire President
- **Term Expires:** 2025



Cr. Nadine Eva

- **Position:** Deputy Shire President
- **Term Expires:** 2027



Cr. Jim Heal

- **Position:** Shire Councillor
- **Term Expires:** 2025



Cr. Jenny Mutter

- **Position:** Shire Councillor
- **Term Expires:** 2025



Cr. Chris Connaughton

- **Position:** Shire Councillor
- **Term Expires:** 2027



Cr. Julia Ennor

- **Position:** Shire Councillor
- **Term Expires:** 2027



Cr. Zac Mills

- **Position:** Shire Councillor
- **Term Expires:** 2027



6. Council Member Information (Regulation 19B)

Meeting Attendance:

		Cr Lane	Cr Eva	Cr Heal	Cr Mutter	Cr Ennor	Cr Connaughton	Cr Mills
24/07/2024	OCM	Present	Present	Absent	Absent	Approved Leave	Present	Present
15/08/2024	SCM	Present	Present	Present	Present	Absent	Present	Absent
28/08/2024	OCM	Present	Present	Leave	Present	Present	Present	Present
23/10/2024	OCM	Present	Present	Present	Present	Present	Present	Present
27/11/2024	OCM	Present	Present	Approved Leave	Leave	Present	Approved Leave	Present
11/12/2024	ACM	Present	Present	Present	Present	Present	Absent	Absent
11/12/2024	OCM	Present	Present	Present	Present	Present	Absent	Absent
26/02/2025	OCM	Present	Present	Present	Approved Leave	Present	Present	Present
27/03/2025	ACM	Present	Present	Present	Present	Present	Present	Present
27/03/2025	OCM	Present	Present	Present	Present	Present	Present	Present
28/05/2025	OCM	Present	Present	Absent	Present	Present	Absent	Absent
12/06/2025	SCM	Present	Present	Present	Present	Present	Present	Absent
25/06/2025	OCM	Present	Present	Absent	Present	Present	Present	Absent

OCM: Ordinary Council Meeting

SCM: Special Council Meeting

ACM: Audit Committee Meeting



7. Fees, Expenses, and Allowances (Regulation 19BD)

Council Members, Mayor, or President

- Nature of fees, expenses, or allowances paid.
- Total amount or value of each class of fee, expense, or allowance.

	President Allowance	Deputy President Allowance	ICT Allowance	Sitting fees	Conference	Training	Total per Councillor
Cr Lane	\$16,282		\$2,100	\$5,816	\$0	\$0	\$24,198
Cr Eva		\$4,073	\$2,100	\$3,536	\$0	\$0	\$9,709
Cr Connaughton			\$2,100	\$2,496	\$0	\$0	\$4,596
Cr Heal			\$2,100	\$2,184	\$0	\$0	\$4,284
Cr Mutter			\$2,100	\$2,288	\$0	\$0	\$4,388
Cr Ennor			\$2,100	\$2,912	\$0	\$0	\$5,012
Cr Mills			\$2,100	\$1,664	\$0	\$0	\$3,764
Totals	\$16,282	\$4,073	\$14,700	\$20,896	\$0	\$0	\$55,951



8. Employee Information (Regulation 19B)

The total number of employees entitled to an annual salary of \$130,000 or more.

Salary Band	Number of Officers
\$130,000 - \$139,000	
\$140,000 - \$149,000	2
\$150,000 - \$159,000	
\$160,000 - \$169,000	
\$170,000 - \$179,000	
\$180,000 - \$189,000	
\$190,000 - \$199,000	1

9. Remuneration and Allowance

Any remuneration and allowances paid under Schedule 5.1 clause (9) during the financial year.

Nil

10. Complaint Payments

Any amount ordered under section 5.110(6)(b)(iv) paid by individuals as a result of complaints under sections 5.107(1), 5.109(1), or 5.114(1).

Nil



11. Our Team:

Workforce & Council Snapshot 2024/25

The Shire of Three Springs values diversity and recognises the strength it brings to our organisation and our community. Our combined Council and staff cohort of 45 people reflects a wide range of ages, cultural backgrounds, and life experiences that contribute to a capable, inclusive, and community-focused local government.

Total People: 45

- Council: 7
- Staff: 38

Gender

Across the organisation, women represent the majority, accounting for 60% of elected members and employees. Our workforce is predominantly English-speaking, with most individuals identifying English as their primary linguistic background. Complementing this, we also benefit from team members who bring multilingual skills, including Hindi, Panjabi/Punjabi, and Afrikaans, enriching cultural awareness within the Shire.

- 60% Female (27)
- 40% Male (18)

Age Profile

Our age profile spans a broad spectrum—from young adults entering the workforce through to highly experienced staff members and volunteers. The largest group is aged between 55 and 64, bringing extensive knowledge and long-term community connection. Younger employees in the 18–34 age range contribute fresh ideas, emerging skills, and energy to the organisation. Representation across all age groups supports a balanced, resilient team that can respond effectively to both immediate operational needs and future challenges.

- 18–24: 4%
- 25–34: 13%
- 35–44: 9%
- 45–54: 20%
- 55–64: 36%
- 64–85: 16%
- 85–94: 2%

Country of Birth

While the majority of our Council and staff were born in Australia, our organisation includes people originating from England, Ireland, Scotland, India, South Africa, and the broader United Kingdom. We are also proud to have representation from Aboriginal and Torres Strait Islander peoples within our staff cohort. This diversity enhances our understanding of different community perspectives and strengthens the way we deliver services.

- Australia: 26
- United Kingdom (England, Scotland, UK): 6
- India: 4
- Ireland: 1
- South Africa: 1
- Aboriginal or Torres Strait Islander: 2

Continued next page:

11. Our Team (Continued from previous page):

Linguistic Background

- English: 40
- Hindi / Panjabi / Punjabi: 3
- Afrikaans: 1

Workforce and Council Diversity Summary

Overall, the Shire's blend of cultural, linguistic, and generational diversity strengthens our organisational capability and reflects the rich character of our community. Through ongoing recruitment, development, and leadership initiatives, we remain committed to fostering an inclusive and supportive environment where people of all backgrounds can contribute meaningfully to the Shire of Three Springs.

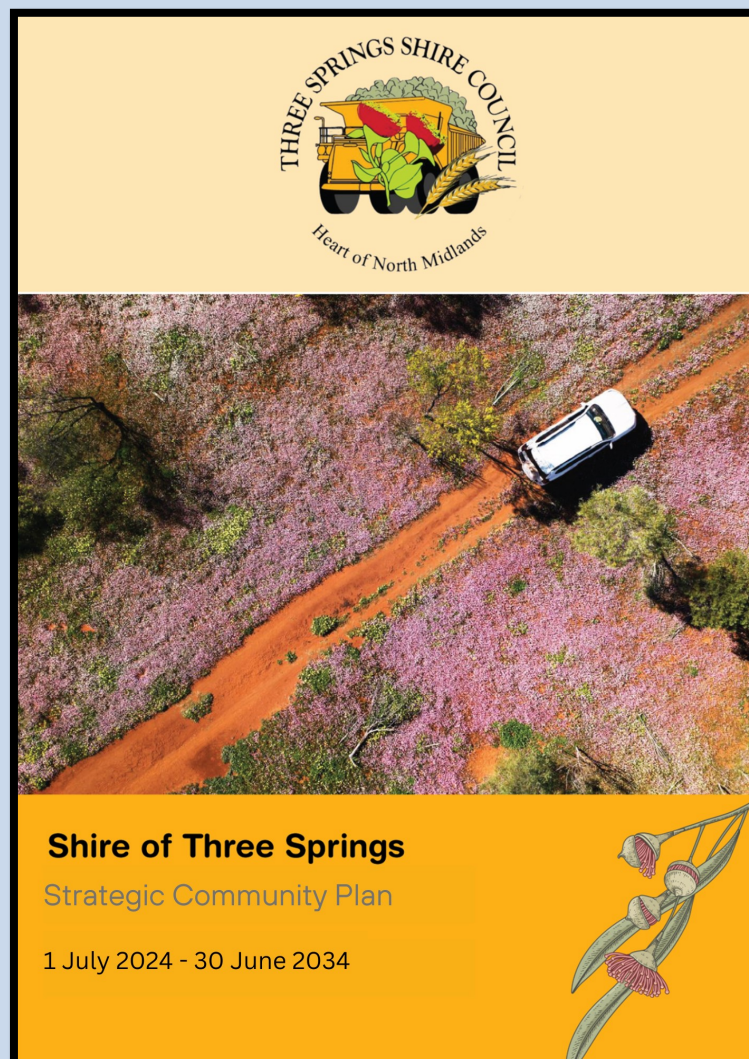


12. Strategic and Corporate Planning (Regulation 19B)

- **Strategic Integrated Plan**

The Shire of Three Springs adopted the new Strategic Integrated Plan for 2024-2034, outlining transformative initiatives designed to enhance the community's infrastructure and resources.

Completion of strategic goals is a focus for crucial developments including gravel extraction policies, water resource management, and the auditing of gravel pits. Key projects also include the redevelopment of Duffy's Store, renovations to the sports pavilion, and the formulation of an Aquatic Centre Master Plan. Further, strategies will be executed to address town derelict housing, expand shire housing capabilities, develop worker accommodation at Glyde Street, and enhance the greening of the Three Springs Townsite. These endeavours aim to foster a sustainable and vibrant future for the Shire of Three Springs.



13. Strategic Community Plan 2024/25 Achievements

- **Town Planning Scheme No. 3 (TPS 3) Overview:**
TPS 3 guides land use across various zones, developed through significant community and regulatory input. The completion of TPS 3 is a key urban planning achievement for the Shire, aligning with strategic growth objectives and grounded in extensive consultation. The TPS 3 is likely to be approved by the Minister in 2026.
- **Glyde Street Site Redevelopment Overview:**
The transformation of the Glyde Street site into worker accommodation responds to current economic and housing demands. The project's strategic stakeholder engagements, particularly with potentially Western Power and the mining sector illustrate proactive planning and economic foresight, addressing substantial long-term benefits. Subject to the TPS 3 being granted approval the leasing of this area may occur in 2026.
- **Duffy's Store Project Overview:**
This initiative focuses on revitalizing a key heritage site, targeting strategic development and funding avenues. Despite initial funding challenges, thorough planning and stakeholder engagement have set the stage for future opportunities, enhancing its cultural and community value.
- **Community Hall - Carter Street Overview:**
The hall's renovation enhances its functionality and accessibility, aligning with community needs and strategic goals. Completed on time and within budget, the renovations have transformed the hall into a modern, multi-purpose community asset.
- **Community Hall - Carter Street Extension/Emergency Infrastructure Overview:**
This extension enhances the hall's role as a community and emergency hub. Careful planning and strategic project alignment ensure the extension will effectively meet both community and emergency needs. This project is very near completion and will be finalized in 2025/26.
- **Roads - Bitumen Sealing Overview:**
The project aimed to improve road safety and quality through comprehensive bitumen sealing. The project was efficiently managed, resulting in significant improvements in road safety and the longevity of the Shire's infrastructure.
- **Main Roads Grain Transport Route: Overview:**
Upgrades to critical transport routes to support grain haulage and regional traffic. Construction tender has been awarded, the project has successfully secured federal funding and aligned with strategic transport goals, setting the stage for significant infrastructure improvements. The majority of the works have been completed with works on Eneabba Three Springs road to be completed by December 2025.
- **Audit Results**
The Shire achieved a successful outcome in its 2024/25 financial audit, again receiving a clean audit with no material findings. This result reflects strong financial governance, effective internal controls, and responsible management of public funds. The achievement demonstrates the Shire's ongoing commitment to transparency, accountability, and sound financial stewardship on behalf of the Three Springs community.

13. Strategic Community Plan 2024/25 Achievements (Continued) - Completed

- **Cemetery Improvement:**
Enhancements to the cemetery focused on improving accessibility, aesthetics, and functionality while respecting historical elements. Successful project execution has significantly enhanced the cemetery's role as a dignified and accessible community space, balancing heritage preservation with modern needs.
- **Projector Events**
Enhancement of the events program using an outdoor projector system to boost community engagement and cultural activities. The revitalized events program successfully diversified local entertainment options, aligning with community interests and strategic goals to strengthen community spirit.
- **Purchase of a New Community Bus**
In 2024/25, the Shire invested in a new community bus to enhance local transport services and support community groups, seniors, and residents with mobility needs. The new vehicle improves reliability, safety, and accessibility, ensuring continued delivery of an important community service. This purchase underscores the Shire's commitment to social inclusion and practical support for residents who rely on shared transport.
- **Aquatic Centre – Creation of an Aquatic Master Plan**
During 2024/25, the Shire developed a comprehensive Aquatic Centre Master Plan to guide the future direction, investment, and sustainability of this key community asset. The Master Plan provides a strategic framework for infrastructure upgrades, service improvements, and long-term operational planning, ensuring the facility continues to meet community needs. This achievement demonstrates the Shire's proactive approach to asset planning and its commitment to delivering high-quality recreational facilities for residents and visitors.



14. Corporate Business Plan

During the 2024/25, the Shire of Three Springs executed its Corporate Business Plan (CBP), successfully integrating strategic objectives with tangible community benefits. This period was marked by substantial progress in several key areas:

- **Infrastructure and Asset Management:**

The Shire made significant progress in maintaining and improving critical infrastructure across the municipality during 2024/25. Strategic investment in roads, drainage, and community facilities enhanced safety, accessibility, and service delivery for residents and visitors. Planned asset renewal works were implemented in accordance with the Shire's Asset Management Plans, ensuring long-term sustainability and value for money. The Shire also advanced planning for future infrastructure projects, positioning the municipality to meet growing community needs while responsibly managing public assets.

- **Community Engagement and Wellbeing:**

The Shire placed a strong emphasis on community engagement and wellbeing throughout 2024/25, delivering initiatives that strengthened social connection, participation, and quality of life. A range of community events and activities were successfully delivered in collaboration with local groups, volunteers, and organisations, fostering civic pride and inclusivity. Investment in recreational planning and community facilities supported healthier lifestyles and improved access to services, reinforcing Three Springs as a welcoming and connected community for residents of all ages.

- **Economic Development:**

Economic development remained a key focus in 2024/25, with the Shire actively supporting initiatives that strengthen the local economy and regional connectivity. Engagement with government agencies, industry stakeholders, and regional partners progressed projects that support agriculture, transport efficiency, digital connectivity, and future development opportunities. By facilitating infrastructure improvements and promoting Three Springs as a supportive and business-ready community, the Shire continued to lay foundations for sustainable economic growth and employment.

- **Environmental Sustainability:**

Environmental sustainability and responsible land management continued to underpin Shire decision-making during 2024/25. The Shire integrated environmental considerations into project planning and operational activities, supporting balanced outcomes between development, conservation, and community resilience. Risk management and emergency preparedness remained a priority, with improvements made to facilities and processes that enhance the Shire's capacity to respond to natural hazards. These actions contribute to the long-term protection of local environmental assets and community safety.

- **Governance and Civic Leadership:**

The Shire maintained a strong focus on governance excellence and civic leadership throughout 2024/25. Sound financial management, transparent reporting, and robust internal controls supported continued financial stability, including the achievement of a clean audit outcome. Policies and procedures were reviewed and updated to ensure compliance with legislative requirements and alignment with best practice. Through strategic leadership, responsible decision-making, and a commitment to accountability, the Shire continued to ensure that community needs and long-term sustainability remain central to its operations.

15. Trading Undertakings (Regulation 19BB)

- Information for Each Trading Undertaking

Nil

- Major Trading Undertakings

Nil

- Land Transactions (Regulation 19BC)

Nil

- Completed Transactions

Nil

16. Capital Grants, Subsidies, and Contributions (Regulation 19BE)

- Asset Renewal and Replacement

	Renewals	Replacements
FY2024-25	\$7,525,235	\$0
FY2023-24	\$2,042,603	\$0
FY2022-23	\$571,122	\$0

17. Detailed Financial Statement

- Detailed financial statements.

SHIRE OF THREE SPRINGS
FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2025

Statement by CEO	2
Statement of comprehensive income	3
Statement of financial position	4
Statement of changes in equity	5
Statement of cash flows	6
Statement of financial activity	7
Index of notes to the financial report	8
Independent auditor's report	39

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

Three Springs becomes a Healthy and Unified Community with a bright future
HEART OF NORTH MIDLANDS

Principal place of business:
132 Railway Road
Three Springs WA 6519

**SHIRE OF THREE SPRINGS
FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2025**

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

Statement by CEO

The accompanying financial report of the Shire of Three Springs 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 First day of December 2025



CEO

Krystyna East
Name of Temporary CEO

**SHIRE OF THREE SPRINGS
STATEMENT OF COMPREHENSIVE INCOME
FOR THE YEAR ENDED 30 JUNE 2025**

	Note	2025 Actual \$	2025 Budget \$	2024 Actual \$
Revenue				
Rates	2(a),25	2,913,259	2,909,850	2,692,908
Grants, subsidies and contributions	2(a)	1,341,797	1,027,916	1,796,624
Fees and charges	2(a)	351,861	291,281	313,782
Interest revenue	2(a)	233,401	182,061	193,263
Other revenue	2(a)	91,840	99,530	84,328
		4,932,158	4,510,638	5,080,905
Expenses				
Employee costs	2(b)	(2,062,259)	(2,458,586)	(1,937,806)
Materials and contracts		(1,330,465)	(1,957,702)	(1,192,116)
Utility charges		(431,045)	(333,896)	(331,031)
Depreciation		(2,670,353)	(2,542,724)	(2,513,524)
Finance costs	2(b)	0	0	(518)
Insurance		(254,963)	(182,084)	(182,541)
Other expenditure	2(b)	(66,377)	(108,729)	(68,657)
		(6,815,462)	(7,583,721)	(6,226,193)
		(1,883,304)	(3,073,083)	(1,145,288)
Capital grants, subsidies and contributions	2(a)	7,860,722	14,467,299	1,886,787
Profit on asset disposals		7,197	82,636	7,500
Loss on asset disposals		(5,055)	(49,885)	0
Fair value adjustments to financial assets at fair value through profit or loss	4(b)	(3,551)	0	1,681
		7,859,313	14,500,050	1,895,968
Net result for the period		5,976,009	11,426,967	750,680
Other comprehensive income for the period				
<i>Items that will not be reclassified subsequently to profit or loss</i>				
Changes in asset revaluation surplus	16	12,526,230	0	0
Total other comprehensive income for the period	16	12,526,230	0	0
Total comprehensive income for the period		18,502,239	11,426,967	750,680

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



SHIRE OF THREE SPRINGS
STATEMENT OF FINANCIAL POSITION
AS AT 30 JUNE 2025

	Note	2025	2024
		\$	\$
CURRENT ASSETS			
Cash and cash equivalents	3	3,676,121	4,411,880
Trade and other receivables	5	193,424	177,497
Other financial assets	4(a)	2,279,729	2,132,702
Inventories	6	5,507	5,629
Other assets	7	9,739	128,907
TOTAL CURRENT ASSETS		6,164,520	6,856,615
NON-CURRENT ASSETS			
Trade and other receivables	5	9,339	31,826
Other financial assets	4(b)	79,620	83,171
Property, plant and equipment	8	18,527,604	18,034,257
Infrastructure	9	53,282,250	35,065,110
TOTAL NON-CURRENT ASSETS		71,898,813	53,214,364
TOTAL ASSETS		78,063,333	60,070,979
CURRENT LIABILITIES			
Trade and other payables	12	410,025	287,513
Contract liabilities	13	510	12,462
Capital grant/contributions liabilities	13	135,504	789,321
Employee related provisions	15	227,056	194,474
TOTAL CURRENT LIABILITIES		773,095	1,283,770
NON-CURRENT LIABILITIES			
Capital grant/contributions liabilities	13	58,500	58,500
Employee related provisions	15	56,275	55,485
TOTAL NON-CURRENT LIABILITIES		114,775	113,985
TOTAL LIABILITIES		887,870	1,397,755
NET ASSETS		77,175,463	58,673,224
EQUITY			
Retained surplus		37,778,724	31,949,742
Reserve accounts	28	2,279,729	2,132,702
Revaluation surplus	16	37,117,010	24,590,780
TOTAL EQUITY		77,175,463	58,673,224

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



SHIRE OF THREE SPRINGS
STATEMENT OF CHANGES IN EQUITY
FOR THE YEAR ENDED 30 JUNE 2025

	Note	Retained surplus	Reserve accounts	Revaluation surplus	Total equity
		\$	\$	\$	\$
Balance as at 1 July 2023		31,184,177	2,147,587	24,590,780	57,922,544
Comprehensive income for the period					
Net result for the period		750,680	0	0	750,680
Total comprehensive income for the period		750,680	0	0	750,680
Transfers from reserve accounts	28	153,824	(153,824)	0	0
Transfers to reserve accounts	28	(138,939)	138,939	0	0
Balance as at 30 June 2024		31,949,742	2,132,702	24,590,780	58,673,224
Comprehensive income for the period					
Net result for the period		5,976,009	0	0	5,976,009
Other comprehensive income for the period	16	0	0	12,526,230	12,526,230
Total comprehensive income for the period		5,976,009	0	12,526,230	18,502,239
Transfers to reserve accounts	28	(147,027)	147,027	0	0
Balance as at 30 June 2025		37,778,724	2,279,729	37,117,010	77,175,463

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



**SHIRE OF THREE SPRINGS
STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 30 JUNE 2025**

	Note	2025 Actual \$	2024 Actual \$
CASH FLOWS FROM OPERATING ACTIVITIES			
Receipts			
Rates		2,922,862	2,660,684
Grants, subsidies and contributions		1,357,334	1,735,284
Fees and charges		351,861	313,782
Interest revenue		233,401	193,263
Goods and services tax received		552,760	405,186
Other revenue		91,840	84,328
		5,510,058	5,392,527
Payments			
Employee costs		(2,033,902)	(1,943,937)
Materials and contracts		(1,089,243)	(1,267,337)
Utility charges		(431,045)	(331,031)
Finance costs		0	(813)
Insurance paid		(254,963)	(182,541)
Goods and services tax paid		(577,697)	(399,975)
Other expenditure		(66,377)	(68,657)
		(4,453,227)	(4,194,291)
Net cash provided by operating activities		1,056,831	1,198,236
CASH FLOWS FROM INVESTING ACTIVITIES			
Payments for purchase of property, plant & equipment	8(a)	(1,102,067)	(1,124,348)
Payments for construction of infrastructure	9(a)	(7,807,446)	(1,858,663)
Proceeds from capital grants, subsidies and contributions		7,206,905	2,154,326
Proceeds for financial assets at amortised cost		(147,027)	14,885
Proceeds from financial assets at amortised cost - self-supporting loans		0	20,050
Proceeds from sale of property, plant & equipment		57,045	32,500
Net cash (used in) investing activities		(1,792,590)	(761,250)
CASH FLOWS FROM FINANCING ACTIVITIES			
Repayment of borrowings	27(a)	0	(43,711)
Net cash (used in) financing activities		0	(43,711)
Net increase (decrease) in cash held		(735,759)	393,275
Cash at beginning of year		4,411,880	4,018,605
Cash and cash equivalents at the end of the year		3,676,121	4,411,880

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



**SHIRE OF THREE SPRINGS
STATEMENT OF FINANCIAL ACTIVITY
FOR THE YEAR ENDED 30 JUNE 2025**

	Note	2025 Actual \$	2025 Budget \$	2024 Actual \$
OPERATING ACTIVITIES				
Revenue from operating activities				
General rates	25	2,903,033	2,899,838	2,682,896
Rates excluding general rates	25	10,226	10,012	10,012
Grants, subsidies and contributions		1,341,797	1,027,916	1,796,624
Fees and charges		351,861	291,281	313,782
Interest revenue		233,401	182,061	193,263
Other revenue		91,840	99,530	84,328
Profit on asset disposals		7,197	82,636	7,500
Fair value adjustments to financial assets at fair value through profit or loss	4(b)	(3,551)	0	1,681
		4,935,804	4,593,274	5,090,086
Expenditure from operating activities				
Employee costs		(2,062,259)	(2,458,586)	(1,937,806)
Materials and contracts		(1,330,465)	(1,957,702)	(1,192,116)
Utility charges		(431,045)	(333,896)	(331,031)
Depreciation		(2,670,353)	(2,542,724)	(2,513,524)
Finance costs		0	0	(518)
Insurance		(254,963)	(182,084)	(182,541)
Other expenditure		(66,377)	(108,729)	(68,657)
Loss on asset disposals		(5,055)	(49,885)	0
		(6,820,517)	(7,633,606)	(6,226,193)
Non-cash amounts excluded from operating activities	26(a)	2,700,422	2,515,247	2,561,329
Amount attributable to operating activities		815,709	(525,085)	1,425,222
INVESTING ACTIVITIES				
Inflows from investing activities				
Capital grants, subsidies and contributions		7,860,722	14,467,299	1,886,787
Proceeds from disposal of assets		57,045	331,250	32,500
Proceeds from financial assets at amortised cost - self-supporting loans	27(a)	0	0	20,050
		7,917,767	14,798,549	1,939,337
Outflows from investing activities				
Acquisition of property, plant and equipment	8(a)	(1,102,067)	(3,614,625)	(1,124,348)
Acquisition of infrastructure	9(a)	(7,807,446)	(13,662,617)	(1,858,663)
		(8,909,513)	(17,277,242)	(2,983,011)
Amount attributable to investing activities		(991,746)	(2,478,693)	(1,043,674)
FINANCING ACTIVITIES				
Inflows from financing activities				
Proceeds from borrowings	27(a)	0	1,000,000	0
Transfers from reserve accounts	28	0	0	153,824
		0	1,000,000	153,824
Outflows from financing activities				
Repayment of borrowings	27(a)	0	(1,000,000)	(43,711)
Transfers to reserve accounts	28	(147,027)	(363,056)	(138,939)
		(147,027)	(1,363,056)	(182,650)
Amount attributable to financing activities		(147,027)	(363,056)	(28,826)
MOVEMENT IN SURPLUS OR DEFICIT				
Surplus or deficit at the start of the financial year	26(b)	3,547,406	3,366,834	3,194,684
Amount attributable to operating activities		815,709	(525,085)	1,425,222
Amount attributable to investing activities		(991,746)	(2,478,693)	(1,043,674)
Amount attributable to financing activities		(147,027)	(363,056)	(28,826)
Surplus or deficit after imposition of general rates	26(b)	3,224,342	0	3,547,406

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



**SHIRE OF THREE SPRINGS
FOR THE YEAR ENDED 30 JUNE 2025
INDEX OF NOTES TO THE FINANCIAL REPORT**

Note 1	Basis of preparation	9
Note 2	Revenue and expenses	10
Note 3	Cash and cash equivalents	12
Note 4	Other financial assets	12
Note 5	Trade and other receivables	13
Note 6	Inventories	14
Note 7	Other assets	15
Note 8	Property, plant and equipment	16
Note 9	Infrastructure	18
Note 10	Fixed assets	20
Note 11	Leases	22
Note 12	Trade and other payables	23
Note 13	Other liabilities	24
Note 14	Borrowings	25
Note 15	Employee related provisions	26
Note 16	Revaluation surplus	27
Note 17	Restrictions over financial assets	28
Note 18	Undrawn borrowing facilities and credit standby arrangements	28
Note 19	Contingent liabilities	29
Note 20	Capital commitments	29
Note 21	Related party transactions	30
Note 22	Joint arrangements	32
Note 23	Events occurring after the end of the reporting period	33
Note 24	Other material accounting policies	34
 Information required by legislation		
Note 25	Rating information	35
Note 26	Determination of surplus or deficit	36
Note 27	Borrowing and lease liabilities	37
Note 28	Reserve accounts	38

**SHIRE OF THREE SPRINGS
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 Three Springs which is a Class 4 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 *Local Government Act 1995*, 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 except for disclosure requirements of:

- AASB 7 Financial Instruments Disclosures
- AASB 16 Leases paragraph 58
- AASB 101 Presentation of Financial Statements paragraph 61
- AASB 107 Statement of Cash Flows paragraphs 43 and 45
- AASB 116 Property, Plant and Equipment paragraph 79
- AASB 137 Provisions, Contingent Liabilities and Contingent Assets paragraph 85
- AASB 140 Investment Property paragraph 75(f)
- AASB 1052 Disaggregated Disclosures paragraph 11
- AASB 1054 Australian Additional Disclosures paragraph 16

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 *Leases* 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 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
- Measurement of employee benefits - note 15

Fair value hierarchy information can be found in note 24

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.

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 amendment 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 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.

**SHIRE OF THREE SPRINGS
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
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
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
Licences/ Registrations/ Approvals	Building, planning, development and animal management, having the same nature as a licence regardless of naming.	Single point in time	Full payment prior to issue	None	On payment of the licence, registration or approval
Fees and charges for other goods and services	Cemetery services, library fees, reinstatements and private works	Single point in time	Payment in full in advance	None	Output method based on provision of service or completion of works
Fees and charges - sale of stock	Gravel, bluemetall and water from standpipes	Single point in time	In full in advance, on 15 day credit	Refund for faulty goods	Output method based on goods

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	2,903,033	10,226	2,913,259
Grants, subsidies and contributions	54,906	0	0	1,286,891	1,341,797
Fees and charges	248,497	0	103,364	0	351,861
Interest revenue	0	0	24,444	208,957	233,401
Other revenue	47,953	0	0	43,887	91,840
Capital grants, subsidies and contributions	0	7,860,722	0	0	7,860,722
Total	351,356	7,860,722	3,030,841	1,549,961	12,792,880

For the year ended 30 June 2024

Nature	Contracts with customers	Capital grant/contributions	Statutory requirements	Other	Total
	\$	\$	\$	\$	\$
Rates	0	0	2,692,908	0	2,692,908
Grants, subsidies and contributions	58,517	0	0	1,738,107	1,796,624
Fees and charges	266,870	0	46,912	0	313,782
Interest revenue	0	0	21,247	172,016	193,263
Other revenue	47,096	0	0	37,232	84,328
Capital grants, subsidies and contributions	0	1,886,787	0	0	1,886,787
Total	372,483	1,886,787	2,761,067	1,947,355	6,967,692

SHIRE OF THREE SPRINGS
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2025

2. REVENUE AND EXPENSES (Continued)

(a) Revenue (Continued)

Note	2025 Actual \$	2024 Actual \$
Interest revenue		
Interest on reserve account	107,027	113,939
Trade and other receivables overdue interest	24,444	21,247
Other interest revenue	101,930	58,077
	233,401	193,263

The 2025 original budget estimate in relation to:
Trade and other receivables overdue interest was \$21,200.

Fees and charges relating to rates receivable

Charges on instalment plan	3,645	3,195
----------------------------	-------	-------

The 2025 original budget estimate in relation to:
Charges on instalment plan was \$3,200.

(b) Expenses

Auditors remuneration

- Audit of the Annual Financial Report	37,100	29,840
- Other services – grant acquittals	4,500	3,000
	41,600	32,840

Employee Costs

Employee benefit costs	1,775,417	1,638,561
Other employee costs	286,842	299,245
	2,062,259	1,937,806

Finance costs

Interest and financial charges paid/payable for lease liabilities and financial liabilities not at fair value through profit or loss	0	518
	0	518

Other expenditure

Sundry expenses	66,377	68,657
	66,377	68,657

SHIRE OF THREE SPRINGS
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2025

3. CASH AND CASH EQUIVALENTS

	Note	2025 \$	2024 \$
Cash at bank and on hand		1,322,862	2,085,502
Term deposits		2,353,259	2,326,378
Total cash and cash equivalents		3,676,121	4,411,880
Held as			
- Unrestricted cash and cash equivalents		3,456,969	3,535,607
- Restricted cash and cash equivalents	17	219,152	876,273
		3,676,121	4,411,880

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		2,279,729	2,132,702
		2,279,729	2,132,702
Other financial assets at amortised cost			
Term deposits		2,279,729	2,132,702
		2,279,729	2,132,702
Held as			
- Restricted other financial assets at amortised cost	16(a)	2,279,729	2,132,702
		2,279,729	2,132,702

(b) Non-current assets

Financial assets at fair value through profit or loss		79,620	83,171
		79,620	83,171
Financial assets at fair value through profit or loss			
Units in Local Government House Trust - opening balance		83,171	81,490
Movement attributable to fair value increment		(3,551)	1,681
Units in Local Government House Trust - closing balance		79,620	83,171

Loans receivable from clubs/institutions have the same terms and conditions as the related borrowing disclosed in Note 27(a) as self supporting loans. Fair value of financial assets at fair value through profit or loss is determined from the net asset value of the units held in the Trust at balance date as compiled by WALGA.

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 24 (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.

SHIRE OF THREE SPRINGS
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2025

5. TRADE AND OTHER RECEIVABLES

	Note	2025 \$	2024 \$
Current			
Rates and statutory receivables		88,590	70,111
Trade receivables		36,883	64,372
GST receivable		38,624	13,687
Receivables for employee related provisions	15	29,327	29,327
		193,424	177,497
Non-current			
Rates and statutory receivables		9,339	31,826
		9,339	31,826

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 \$
Contract assets	7	7,081	125,872	20,664
Total trade and other receivables from contracts with customers		7,081	125,872	20,664

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.

SHIRE OF THREE SPRINGS
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2025

6. INVENTORIES

	Note	2025	2024
Current		\$	\$
Fuel and materials		5,507	5,629
		5,507	5,629
The following movements in inventories occurred during the year:			
Balance at beginning of year		5,629	2,444
Inventories expensed during the year		(110,474)	(107,935)
Additions to inventory		110,352	111,120
Balance at end of year		5,507	5,629

MATERIAL ACCOUNTING POLICIES

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.

SHIRE OF THREE SPRINGS
 NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
 FOR THE YEAR ENDED 30 JUNE 2025

7. OTHER ASSETS

Other assets - current

Accrued income
 Contract assets

2025	2024
\$	\$
2,658	3,035
7,081	125,872
9,739	128,907

MATERIAL ACCOUNTING POLICIES

Other current assets

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.

Contract assets

Contract assets primarily relate to the Shire's right to . consideration for work completed but not billed at the end of the period.

SHIRE OF THREE SPRINGS
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
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	Work in progress		
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	
Balance at 1 July 2023		668,000	14,559,680	668,000	14,559,680	194,102	15,421,782	121,397	2,098,913	188,819	17,830,911
Additions		0	736,690	0	736,690	40,905	777,595	0	346,753	0	1,124,348
Disposals		0	0	0	0		0	0	(25,000)	0	(25,000)
Depreciation		0	(422,033)	0	(422,033)	0	(422,033)	(46,685)	(261,847)	0	(730,565)
Transfers		0	114,526	0	114,526	(194,102)	(79,576)	68,519	34,439	(188,819)	(165,437)
Balance at 30 June 2024		668,000	14,988,863	668,000	14,988,863	40,905	15,697,768	143,231	2,193,258	0	18,034,257
Comprises:											
Gross balance amount at 30 June 2024		668,000	16,254,285	668,000	16,254,285	40,905	16,963,190	376,828	3,493,966	0	20,833,984
Accumulated depreciation at 30 June 2024		0	(1,265,422)	0	(1,265,422)	0	(1,265,422)	(233,597)	(1,300,708)	0	(2,799,727)
Balance at 30 June 2024	8(b)	668,000	14,988,863	668,000	14,988,863	40,905	15,697,768	143,231	2,193,258	0	18,034,257
Additions		0	656,516	0	656,516	4,965	661,481	0	440,586	0	1,102,067
Disposals		0	0	0	0	0	0	0	(54,903)	0	(54,903)
Depreciation		0	(441,905)	0	(441,905)	0	(441,905)	(33,754)	(300,366)	0	(776,025)
Transfers		0	247,200	0	247,200	(40,905)	206,295	18,635	(2,722)	0	222,208
Balance at 30 June 2025		668,000	15,450,674	668,000	15,450,674	4,965	16,123,639	128,112	2,275,853	0	18,527,604
Comprises:											
Gross balance amount at 30 June 2025		668,000	17,158,001	668,000	17,158,001	4,965	17,830,966	395,464	3,812,012	0	22,038,442
Accumulated depreciation at 30 June 2025		0	(1,707,327)	0	(1,707,327)	0	(1,707,327)	(267,352)	(1,536,159)	0	(3,510,838)
Balance at 30 June 2025	8(b)	668,000	15,450,674	668,000	15,450,674	4,965	16,123,639	128,112	2,275,853	0	18,527,604

SHIRE OF THREE SPRINGS
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
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
(i) Fair value - as determined at the last valuation date								
Land and buildings								
Land - market value		668,000	668,000	2	Market approach using recent observable market data for similar properties	Independent registered valuers	June 2021	Price per square metre
Total land	8(a)	668,000	668,000					
Buildings - non specialised		2,335,863	2,309,716	2	Market approach using recent observable market data for similar properties	Independent registered valuers	June 2021	Price per square metre
Buildings - specialised		13,114,811	12,679,147	3	Improvements to buildings valued using cost approach using depreciated replacement cost	Independent registered valuers	June 2021	Improvements to buildings using construction costs and current condition, residual values and remaining useful life assessments inputs
Total buildings	8(a)	15,450,674	14,988,863					
(ii) Cost								
Furniture and equipment				3	Cost	Cost		Asset purchase cost
Plant and equipment				3	Cost	Cost		Asset purchase cost

SHIRE OF THREE SPRINGS
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
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 - footpaths	Infrastructure - parks and ovals	Infrastructure - airfields	Infrastructure - work in progress	Total infrastructure
	\$	\$	\$	\$	\$	\$
Balance at 1 July 2023	32,152,458	537,103	1,874,916	242,463	96,605	34,903,545
Additions	1,375,070	0	406,888	0	76,705	1,858,663
Depreciation	(1,559,480)	(24,027)	(168,984)	(30,468)	0	(1,782,959)
Transfers	0	0	182,466	0	(96,605)	85,861
Balance at 30 June 2024	31,968,048	513,076	2,295,286	211,995	76,705	35,065,110
Comprises:						
Gross balance at 30 June 2024	58,267,433	886,594	4,114,478	920,500	76,705	64,265,710
Accumulated depreciation at 30 June 2024	(26,299,385)	(373,518)	(1,819,192)	(708,505)	0	(29,200,600)
Balance at 30 June 2024	31,968,048	513,076	2,295,286	211,995	76,705	35,065,110
Additions	7,547,079	0	260,367	0	0	7,807,446
Revaluation increments / (decrements) transferred to revaluation surplus	12,197,987	328,243	0	0	0	12,526,230
Depreciation	(1,631,550)	(24,027)	(208,282)	(30,469)	0	(1,894,328)
Transfers	27,830	0	(173,333)	0	(76,705)	(222,208)
Balance at 30 June 2025	50,109,394	817,292	2,174,038	181,526	0	53,282,250
Comprises:						
Gross balance at 30 June 2025	68,066,568	1,040,395	4,201,513	920,500	0	74,228,976
Accumulated depreciation at 30 June 2025	(17,957,174)	(223,103)	(2,027,475)	(738,974)	0	(20,946,726)
Balance at 30 June 2025	50,109,394	817,292	2,174,038	181,526	0	53,282,250

**SHIRE OF THREE SPRINGS
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
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	Management valuation	June 2025	Construction costs and current condition, residual values and remaining useful life assessments inputs
Infrastructure - footpaths	3	Cost approach using depreciated replacement cost	Management valuation	June 2025	Construction costs and current condition, residual values and remaining useful life assessments inputs
Infrastructure - parks and ovals	3	Cost approach using depreciated replacement cost	Independent registered valuers	June 2021	Construction costs and current condition, residual values and remaining useful life assessments inputs
Infrastructure - airfields	3	Cost approach using depreciated replacement cost	Independent registered valuers	June 2021	Construction costs and current condition, residual values and remaining useful life assessments 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.

**SHIRE OF THREE SPRINGS
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
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	20 to 80 years
Buildings - specialised	20 to 80 years
Furniture and equipment	4 to 10 years
Plant and equipment	5 to 15 years
Sealed roads and streets	
Formation	not depreciated
Pavement	60 to 100 years
Seal	
- Bituminous seals	15 to 40 years
- Asphalt surfaces	15 to 40 years
- Concrete	60 years
Gravel roads	
Formation	not depreciated
Pavement	60 to 100 years
Gravel sheet	15 to 60 years
Footpaths - slab	10 to 40 years
Sewerage piping	30 to 80 years
Water supply piping and drainage systems	10 to 80 years
Infrastructure - parks and ovals	15 to 40 years
Other infrastructure - airfields	15 to 80 years

**SHIRE OF THREE SPRINGS
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2025**

10. FIXED ASSETS (Continued)

MATERIAL ACCOUNTING POLICIES

Initial recognition

An item of property, plant and equipment or infrastructure that qualifies for recognition as an asset is measured at its cost.

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.

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 *Local Government (Financial Management) Regulation 17A(5)*. These assets are expensed immediately.

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.

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.

Measurement after recognition

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 *Local Government (Financial Management) Regulation 17A(2)*. Assets held under the cost model are carried at cost less accumulated depreciation and any impairment losses being their reportable value.

Reportable value

In accordance with *Local Government (Financial Management) Regulation 17A(2)*, 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.

Reportable value is for the purpose of *Local Government (Financial Management) Regulation 17A(4)* 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.

Revaluation

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.

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.

For land, buildings and infrastructure, increases in the carrying amount arising on revaluation of asset classes are credited to a revaluation surplus in equity.

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.

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.

Depreciation

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.

The assets residual values and useful lives are reviewed, and adjusted if appropriate, at the end of each reporting period.

Depreciation on revaluation

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:

- (i) The gross carrying amount is adjusted in a manner that is consistent with the revaluation of the carrying amount of the asset; or
- (ii) Eliminated against the gross carrying amount of the asset and the net amount restated to the revalued amount of the asset.

Impairment

In accordance with *Local Government (Financial Management) Regulations 17A(4C)*, the Shire is not required to comply with *AASB 136 Impairment of Assets* 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.

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.

Gains or losses on disposal

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.

SHIRE OF THREE SPRINGS
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2025

11. LEASES

(a) 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

Amounts recognised in profit or loss for property, plant and equipment subject to lease
 Rental income

2025 Actual	2024 Actual
\$	\$
0	12,666
0	12,666
12,665	16,872

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.

SHIRE OF THREE SPRINGS
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2025

12. TRADE AND OTHER PAYABLES

Current

Sundry creditors
 Prepaid rates
 Accrued payroll liabilities
 ATO liabilities
 Bonds and deposits held
 Accrued expenditure

2025	2024
\$	\$
84,766	155,150
15,764	10,169
61,057	55,211
35,257	46,118
24,638	15,990
188,543	4,875
410,025	287,513

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.

Statutory liabilities

Statutory liabilities, are amounts owed to regulatory authorities due to statutory obligations such as FBT and PAYG. GST payable is offset against GST receivable and any net GST payable is included as a statutory liability.

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.

SHIRE OF THREE SPRINGS
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2025

13. OTHER LIABILITIES

Current

Contract liabilities

Capital grant/contributions liabilities

Non-current

Capital grant/contributions liabilities

Reconciliation of changes in contract liabilities

Opening balance

Additions

Revenue from contracts with customers included as a contract liability at the start of the period

The aggregate amount of the performance obligations unsatisfied (or partially unsatisfied) in relation to these contract liabilities was \$53,204 (2024: \$55,514)

The Shire expects to satisfy the performance obligations, from contracts with customers unsatisfied at the end of the reporting period, within the next 12 months.

Reconciliation of changes in capital grant/contribution liabilities

Opening balance

Additions

Revenue from capital grant/contributions held as a liability at the start of the period

Expected satisfaction of capital grant/contribution liabilities

Less than 1 year

> 5 years

	2025	2024
	\$	\$
Contract liabilities	510	12,462
Capital grant/contributions liabilities	135,504	789,321
	136,014	801,783
Capital grant/contributions liabilities	58,500	58,500
	58,500	58,500
Opening balance	12,462	15,788
Additions	510	(19,114)
Revenue from contracts with customers included as a contract liability at the start of the period	(12,462)	15,788
	510	12,462
Opening balance	847,821	580,282
Additions	194,004	847,821
Revenue from capital grant/contributions held as a liability at the start of the period	(847,821)	(580,282)
	194,004	847,821
Less than 1 year	135,504	789,321
> 5 years	58,500	58,500
	194,004	847,821

Performance obligations in relation to capital grant/contribution liabilities are satisfied as project milestones 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.

SHIRE OF THREE SPRINGS
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2025

14. BORROWINGS

The Shire has no loan borrowing liabilities as at 30 June 2025 or 30 June 2024.

Secured liabilities and assets pledged as security

Debentures, bank overdrafts and bank loans are secured by a floating charge over the assets of the Shire of Three Springs. Other loans relate to transferred receivables. Refer to Note 5.

The Shire of Three Springs has complied with the financial covenants of its borrowing facilities during the 2025 and 2024 years.

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 24(i)) due to the unobservable inputs, including own credit risk.

Risk

Details of individual borrowings required by regulations are provided at Note 27(a).

SHIRE OF THREE SPRINGS
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2025

15. EMPLOYEE RELATED PROVISIONS

Employee related provisions

Current provisions

Employee benefit provisions

Annual leave

Long service leave

Employee related other provisions

Employment on-costs

Total current employee related provisions

Non-current provisions

Employee benefit provisions

Long service leave

Employee related other provisions

Employment on-costs

Total non-current employee related provisions

Total employee related provisions

	2025	2024
	\$	\$
Annual leave	97,987	99,190
Long service leave	96,868	67,589
	194,855	166,779
Employment on-costs	32,201	27,695
	32,201	27,695
Total current employee related provisions	227,056	194,474
Long service leave	51,654	51,641
	51,654	51,641
Employment on-costs	4,621	3,844
	4,621	3,844
Total non-current employee related provisions	56,275	55,485
Total employee related provisions	283,331	249,959

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.

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.

SHIRE OF THREE SPRINGS
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2025

16. 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 and buildings	12,175,909	0	12,175,909	12,175,909	0	12,175,909
Revaluation surplus - Infrastructure - roads	10,758,381	12,197,987	22,956,368	10,758,381	0	10,758,381
Revaluation surplus - Infrastructure - footpaths	102,358	328,243	430,601	102,358	0	102,358
Revaluation surplus - Infrastructure - parks and ovals	1,056,011	0	1,056,011	1,056,011	0	1,056,011
Revaluation surplus - Infrastructure - airfields	498,121	0	498,121	498,121	0	498,121
	24,590,780	12,526,230	37,117,010	24,590,780	0	24,590,780

SHIRE OF THREE SPRINGS
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2025

17. RESTRICTIONS OVER FINANCIAL ASSETS

	Note	2025 Actual \$	2024 Actual \$
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	219,152	876,273
- Financial assets at amortised cost	4	2,279,729	2,132,702
		2,498,881	3,008,975
The restricted financial assets are a result of the following specific purposes to which the assets may be used:			
Restricted reserve accounts	28	2,279,729	2,132,702
Contract liabilities	13	510	12,462
Capital grant liabilities	13	194,004	847,821
Bonds and deposits held	12	24,638	15,990
Total restricted financial assets		2,498,881	3,008,975

**18. UNDRAWN BORROWING FACILITIES AND CREDIT
STANDBY ARRANGEMENTS**

Credit standby arrangements			
Credit card limit		10,000	10,000
Credit card balance at balance date		(611)	(1,018)
Total amount of credit unused		9,389	8,982

SHIRE OF THREE SPRINGS
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2025

19. CONTINGENT LIABILITIES

In compliance with the Contaminated Sites Act 2003 Section 11, the Shire of Three Springs has identified the following sites to be possible sources of contamination:

Memorial N580405 ML, LOT 101 ON DIAGRAM 99584 as shown on certificate of title 2192/797 in Three Springs WA 6519

Until the Shire conducts an investigation to determine the presence and scope of contamination, assess the risk, and agree with the Department of Environment 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 Environment Regulation Guidelines.

20. CAPITAL COMMITMENTS

	2025	2024
	\$	\$
Contracted for:		
- capital expenditure projects	3,879,129	573,183
	3,879,129	573,183
Payable:		
- not later than one year	3,879,129	573,173

The capital expenditure projects outstanding at the end of the current reporting period represents Road Construction as part of the Midwest Secondary Grain Freight Project.

The capital expenditure project and plant and equipment purchases outstanding at the end of the

SHIRE OF THREE SPRINGS
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2025

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	16,282	16,282	15,000
President's meeting attendance fees	5,816	5,504	5,830
President's annual allowance for ICT expenses	2,100	2,100	2,100
President's travel and accommodation expenses	0	429	0
	24,198	24,315	22,930
Deputy President's annual allowance	4,073	4,071	3,750
Deputy President's meeting attendance fees	3,536	2,912	4,230
Deputy President's annual allowance for ICT expenses	2,100	2,100	2,100
Deputy President's travel and accommodation expenses	0	429	0
	9,709	9,512	10,080
All other council member's meeting attendance fees	11,544	14,560	12,830
All other council member's annual allowance for ICT expenses	10,500	10,500	9,450
All other council member's annual allowance for travel and accommodation expenses	0	2,142	0
	22,044	27,202	22,280
21(b)	55,951	61,029	55,290

(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	647,065	517,173
Post-employment benefits	86,541	70,151
Employee - other long-term benefits	13,998	14,031
Employee - termination benefits	0	38,721
Council member costs	55,951	55,290
21(a)	803,555	695,366

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.

**SHIRE OF THREE SPRINGS
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
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	749	0
Purchase of goods and services	39,897	17,399
Amounts outstanding from related parties:		
Trade and other receivables	0	149
Amounts payable to related parties:		
Trade and other payables	2,356	22,702

(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

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.

**SHIRE OF THREE SPRINGS
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2025**

22. JOINT ARRANGEMENTS

Share of joint operations

- (a) The Shire together with the Housing Authority constructed four units for aged residents in 2002/03 and a further two units in 2008/09, known as Kadathinni Units, Carter Street, Three Springs. This joint arrangement constitutes a joint operation and Council has a 22.34% equity in the first 4 units (units 1,2,3 and 4) and a 15.35% in the last two units (units 5 and 6) in this development and is included in Land and Buildings as follows:

Statement of financial position

	2025 Actual	2024 Actual
	\$	\$
Land and buildings	187,332	183,137
Less: accumulated depreciation	(15,642)	(12,694)
Total assets	171,690	170,443

Statement of comprehensive income

Fees and charges - housing revenue	28,630	30,940
Materials and contracts - housing expenditure	(36,261)	(28,867)
Profit/(loss) for the period	(7,631)	2,073
Other comprehensive income	0	0
Total comprehensive income for the period	(7,631)	2,073

Share of joint operations

- (b) The Shire together with the Housing Authority constructed two houses for community housing purposes in 1985/86 in Glyde Street, Three Springs. This joint arrangement constitutes a joint operation and Council has a 10.78% equity in 54 Glyde Street and 11.14% equity in 60 Glyde Street and is included in Land and Buildings as follows:

Statement of financial position

	2025 Actual	2024 Actual
	\$	\$
Land and buildings	62,658	61,097
Less: accumulated depreciation	(6,215)	(4,982)
Total assets	56,443	56,115

Statement of comprehensive income

Fees and charges - housing revenue	7,920	8,160
Materials and contracts - housing expenditure	(8,707)	(6,715)
Profit/(loss) for the period	(787)	1,445
Other comprehensive income	0	0
Total comprehensive income for the period	(787)	1,445

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.

**SHIRE OF THREE SPRINGS
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2025**

23. EVENTS OCCURRING AFTER THE END OF THE REPORTING PERIOD

The Shire does not have any subsequent events after balance sheet date.

**SHIRE OF THREE SPRINGS
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2025**

24. 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. unforced) 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.

SHIRE OF THREE SPRINGS
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2025

25. RATING INFORMATION

(a) General rates

RATE TYPE		Rate in \$	Number of properties	2024/25 Actual rateable value*	2024/25 Actual rate revenue	2024/25 Actual interim rates	2024/25 Actual total revenue	2024/25 Budget rate revenue	2024/25 Budget interim rate	2024/25 Budget total revenue	2023/24 Actual total revenue
Rate description	Basis of valuation										
GRV Residential	Gross rental valuation	0.127549	203	2,266,452	289,084	893	289,977	289,084	0	289,084	250,314
GRV Mining	Gross rental valuation	0.239212	1	247,000	59,085	0	59,085	59,085	0	59,085	60,401
UV Rural and Arrino Town	Unimproved valuation	0.009214	184	268,326,000	2,472,356	0	2,472,356	2,472,356	0	2,472,356	2,294,871
UV Mining	Unimproved valuation	0.060800	21	786,405	47,813	2,302	50,115	47,813	0	47,813	46,310
Non-Ratebale	Non-Ratebale	0.000000	69	63,722	0	0	0			0	
Total general rates			478	271,689,579	2,868,338	3,195	2,871,533	2,868,338	0	2,868,338	2,651,896
Minimum payment											
		\$									
GRV Residential	Gross rental valuation	500	22	19,939	11,000	0	11,000	11,000	0	11,000	11,000
UV Rural and Arrino Town	Unimproved valuation	500	24	551,750	12,000	0	12,000	12,000	0	12,000	12,000
UV Mining	Unimproved valuation	500	17	59,796	8,500	0	8,500	8,500	0	8,500	8,000
Total minimum payments			63	631,485	31,500	0	31,500	31,500	0	31,500	31,000
Total general rates and minimum payments			541	272,321,064	2,899,838	3,195	2,903,033	2,899,838	0	2,899,838	2,682,896
Ex-gratia rates											
Dampier to Bunbury Natural Gas Pipeline Corridor based on annual rate equivalent	As advised by DPNG		1	0	2,013	0	2,013	1,563	0	1,563	1,563
Murchison Region Aboriginal Corporation - 20% of GRV	Gross Rental Valuation	0.127549	1	1,851	0	0	0	236	0	236	236
Co-operative Bulk Handling based on tonnage of 151,100	Tonnage	0.054350	1	151,100	8,213	0	8,213	8,213	0	8,213	8,213
Total amount raised from rates (excluding general rates)			3	152,951	10,226	0	10,226	10,012	0	10,012	10,012
Total rates							2,913,259			2,909,850	2,692,908
(b) Rates related information											
Rates instalment interest							13,239			10,500	10,359
Rates instalment plan charges							3,645			3,200	3,195
Rates overdue interest							11,205			10,700	10,888
Rates written off							1,393			0	0

*Rateable Value at time of raising of rate.

SHIRE OF THREE SPRINGS
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2025

26. DETERMINATION OF SURPLUS OR DEFICIT

		2024/25 Budget (30 June 2025 carried forward)	2023/24 (30 June 2024 carried forward)
Note	2024/25 (30 June 2025 carried forward)		
	\$	\$	\$
(a) Non-cash amounts excluded from operating activities			
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> .			
Adjustments to operating activities			
Less: Profit on asset disposals	(7,197)	(82,636)	(7,500)
Less: Fair value adjustments to financial assets at fair value through profit or loss	3,551	0	(1,681)
Add: Loss on disposal of assets	5,055	49,885	0
Add: Depreciation	2,670,353	2,542,724	2,513,524
Add: Movement in leave reserve	5,383	5,274	(36,044)
Non-cash movements in non-current assets and liabilities:			
Pensioner deferred rates	22,487	0	(1,404)
Assets expensed	0	0	79,576
Employee benefit provisions	790	0	14,858
Non-cash amounts excluded from operating activities	2,700,422	2,515,247	2,561,329
(b) Surplus or deficit after imposition of general rates			
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.			
Adjustments to net current assets			
Less: Reserve accounts	(2,279,729)	(2,495,757)	(2,132,702)
Add: Current liabilities not expected to be cleared at end of year			
- Employee benefit provisions	112,646	112,537	107,263
Total adjustments to net current assets	(2,167,083)	(2,383,220)	(2,025,439)
Net current assets used in the Statement of financial activity			
Total current assets	6,164,520	4,527,097	6,856,615
Less: Total current liabilities	(773,095)	(2,143,877)	(1,283,770)
Less: Total adjustments to net current assets	(2,167,083)	(2,383,220)	(2,025,439)
Surplus or deficit after imposition of general rates	3,224,342	0	3,547,406

SHIRE OF THREE SPRINGS
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2025

27. BORROWING AND LEASE LIABILITIES

(a) Borrowings

Purpose	Note	Actual				Budget			
		Principal at 1 July 2023	New loans during 2023-24	Principal repayments during 2023-24	Principal at 30 June 2024	New loans during 2024-25	Principal repayments during 2024-25	Principal at 30 June 2025	Principal at 1 July 2024
		\$	\$	\$	\$	\$	\$	\$	\$
Swimming pool		23,661	0	(23,661)	0	0	0	0	0
Short-term loan		0	0	0	0	0	0	0	0
Total		23,661	0	(23,661)	0	0	0	0	0
Self-supporting loans									
Bowling green resurface		20,050	0	(20,050)	0	0	0	0	0
Total self-supporting loans		20,050	0	(20,050)	0	0	0	0	0
Total borrowings	14	43,711	0	(43,711)	0	0	0	0	0

Self-supporting loans are financed by payments from third parties. These are shown in Note 4 as other financial assets at amortised cost.
All other loan repayments were financed by general purpose revenue.

Borrowing finance cost payments

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
Swimming pool	160	WATC*	3.91%	24/06/2023	\$ 0	\$ 0	\$ (518)
Total finance cost payments					0	0	(518)

* WA Treasury Corporation

(b) New borrowings - 2024/25

Particulars/purpose	Institution	Loan type	Term years	Interest rate %	Amount borrowed		Amount (used)		Total interest and charges	Actual balance unspent
					2025 Actual	2025 Budget	2025 Actual	2025 Budget		
					\$	\$	\$	\$	\$	\$
Short-term loan	WATC*	Loan	1	4.70%	0	1,000,000	0	(1,000,000)	0	0
					0	1,000,000	0	(1,000,000)	0	0

* WA Treasury Corporation

SHIRE OF THREE SPRINGS
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2025

28. 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
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Restricted by council												
(a) Leave reserve	107,263	5,383	0	112,646	107,263	5,274	0	112,537	143,307	7,603	(43,647)	107,263
(b) Plant reserve	204,534	10,264	0	214,798	204,534	10,058	0	214,592	194,229	10,305	0	204,534
(c) Housing and development reserve	540,791	42,139	0	582,930	540,791	259,784	0	800,575	513,546	27,245	0	540,791
(d) Joint venture housing reserve	185,898	9,329	0	195,227	185,897	9,140	0	195,037	176,532	9,366	0	185,898
(e) Gravel pit reserve	54,893	2,755	0	57,648	54,893	2,699	0	57,592	52,127	2,766	0	54,893
(f) Swimming pool equipment reserve	29,682	1,489	0	31,171	29,682	1,459	0	31,141	132,813	7,046	(110,177)	29,682
(g) Lovelock sock reserve	165,254	33,293	0	198,547	165,254	33,125	0	198,379	133,188	32,066	0	165,254
(h) Road reserve	112,030	5,622	0	117,652	112,030	5,508	0	117,538	106,385	5,645	0	112,030
(i) Drainage reserve	400,389	20,093	0	420,482	400,389	19,686	0	420,075	380,217	20,172	0	400,389
(j) Refuse reserve	63,978	3,211	0	67,189	63,978	3,146	0	67,124	60,755	3,223	0	63,978
(k) Glyde Street redevelopment reserve	267,990	13,449	0	281,439	267,990	13,177	0	281,167	254,488	13,502	0	267,990
	2,132,702	147,027	0	2,279,729	2,132,701	363,056	0	2,495,757	2,147,587	138,939	(153,824)	2,132,702

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
Restricted by council	
(a) Leave reserve	To be used to fund annual and long service leave requirements.
(b) Plant reserve	To be used for the purchase of major plant.
(c) Housing and development reserve	To be used to fund housing/accommodation projects.
(d) Joint venture housing reserve	To be used to maintain the joint Ministry of Housing/Local Government properties.
(e) Gravel pit reserve	To be used for the rehabilitation of disused gravel pits.
(f) Swimming pool equipment reserve	To be used to purchase recreational equipment for the swimming pool.
(g) Lovelock sock reserve	To be used to upgrade potable water infrastructure.
(h) Road reserve	To be used for future capital road works.
(i) Drainage reserve	To be used for construction of proper town drainage system.
(j) Refuse reserve	To be used for the future development and maintenance of the refuse site.
(k) Glyde Street redevelopment reserve	To be used to create a subdivision for future housing needs.