



Annual Report

2023/24

Vision

To be a welcoming,
healthy and sustainable
community that
encourages diversity,
business ingenuity and
inclusion.

Acknowledgement of Country

The Moira Shire acknowledges the traditional custodians of country. We acknowledge their continuing connection to the land, water and community and pay our respects to them and their cultures and to their elders past, present and emerging.

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Report of Operations

Introduction

Council is committed to transparent reporting and accountability to the community and the Report of Operations 2023/24 is the primary means of advising the Moira Shire Council community about Council's operations and performance for the past financial year.

Our Council vision

To be a welcoming, healthy and sustainable community that encourages diversity, business ingenuity and inclusion.

Our strategic pillars

1. A welcoming and inclusive place
2. A diverse and dynamic economy
3. A clean green environment
4. Customer focused and responsive
5. Transparent and accountable governance

Core values

We will provide local leadership underpinned by a governance framework comprising these guiding values and behaviours. Ethical leadership underpins our decision-making and operations. At all levels, we seek to ensure there is an appropriate balance between the values-based organisational culture described by our Values and underlying behaviours.



RESPECT



HONESTY



ACCOUNTABILITY



TEAMWORK



INTEGRITY



Our Community Vision

In 2035, the Moira Shire is a connected, healthy, educated and inclusive community of towns, regions, businesses and natural spaces including the best features of the Murray River. We have a sustainable lifestyle, which protects the environment and enables business opportunities.

Our Shire celebrates our cultural and indigenous heritage and embraces our future as a community in which to live, visit and stay. Our community is enabled and supported by a progressive, consultative, accountable, transparent and responsive Council.

Our Community

In 2021 Moira Shire's population was 30,522 (2021 Census).
Our population is forecast to increase to 35,888 by 2046.

Our population includes:



49.9% (15,234) males and **50.1% (15,286)** females.



2.1% (647) who identify as Aboriginal and/or Torres Strait Islander.



81.9% were born in Australia, which is considerably higher than the state and national result. The most common other countries were England, New Zealand, Malaysia, Philippines and Italy.



87.5% of people speak only English at home, with Italian, Mandarin, Punjabi, Malay and Filipino the most common non-English languages.



The median age is **48 years**.



14.61% (4,459) of residents have volunteered for an organisation or group.



14,907 private dwellings.



2,252 people attend primary school.
1,779 people attend secondary school.
1,075 people attend tertiary study.
10.3% of our population aged over 15 years have a Bachelor Degree or higher (lower than Victoria of 29.2%).

Sources: Remplan and Australian Bureau of Statistics

Fast facts about our services in 2023/24



42,000 +

Calls answered by our Customer Experience team



18,947

Rateable properties



349

Planning applications received



4,446

Vaccines administered by Immunisation Services



320

Births registered in the shire for the year



3,553

Consultations with Maternal and Child Health nurses



2,256

Tonnes of commingled recycling collected from kerbside bins



3,831

Tonnes of food and organic waste collected from kerbside bins



4,326

Tonnes of landfill waste collected from kerbside bins



4,680

Dogs registered in the shire



1,262

Cats registered in the shire



170

Domestic animals rehomed



56

Groups assisted by Community Strengthening Grants



123

Public parks maintained



80

Playgrounds maintained



3,662

Kilometres of roads maintained



212

Kilometres of footpaths maintained



320

Kilometres of kerb and channel maintained



687

Public facilities maintained



509

Food premises registrations



38

Permits to install septic tank systems

Challenges and Future Outlook

Challenges

- Our community relies on State and Federal government services, policy and funding for issues the community is facing such as recovery from the October 2022 floods, housing availability and affordability, the bridge replacement between Yarrowonga and Mulwala, and the state of the Murray Valley Highway and safety of roads within the Moira Shire.
- Compared with other Victorian Councils, Moira Shire covers a large geographic area with multiple service locations and a relatively small, dispersed and ageing population. This combination means Moira Shire has relatively higher costs to deliver the equivalent range and standard of Council services.
- The ability for Council to fund our existing range, standard and location of services will be more difficult over coming years as rate capping progressively impacts on Council's financial resources. This is evident with the current Consumer Price Index (CPI) for the 12 months from June 2023 to June 2024 at 3.8 percent while the rate cap for 2023/24 was 3.5 percent and for 2024/25 is 2.75 percent.
- Council's current projected financial indicators, as detailed in the 2024/25 Council Budget, are not within the desired target levels to provide assurance on the ongoing financial viability of Council. The Administrators' objective is to restore the financial performance of Council, through strong financial management, project delivery and true cost identification, however this cannot be achieved in one year. The Administrators have established targets over the next 4-year period to restore the financial performance of the Council.
- The value of Federal Financial Assistance Grants provided to local government has declined over the past three decades from around 1 percent of Commonwealth taxation revenue to around 0.55 percent. At roughly 20 percent of Council's revenue, the Federal Financial Assistance Grant are a vital source of income.
- Our community's capacity to pay is stretched as the cost-of-living challenges remain with limited scope for Council to supplement rate revenue through other income streams. Despite complying with the rate cap, variations in property valuations between geographic areas can impact ratepayers more than others, creating a redistribution effect. Council does not generate any more income from an increase in property valuations.
- Many of Council's assets are in the latter stage of their useful life and community use is declining, but community service standards along with public use, safety and construction standards are increasing. As part of the development of Council's 2024/25 Budget, the Administrators have set clear targets for funding renewals to help offset this gap, however, this will limit the amount of discretionary funding for new capital works.

The future

- Embedding good governance practices, increased transparency, and accountability throughout Council's term under a Panel of Administrators.
- Finalising the re-alignment of the organisational structure to support the delivery of Council's strategies.
- Ongoing reduction of the significant level of capital works carried forward from previous years through effective and well governed project delivery.
- Development and implementation of a Project Management Framework integrated with a 10-year capital works plan, which informs Council's Long Term Financial Plan.
- Progression of significant major projects including the Yarrowonga Library, Events and Performance Precinct, the Yarrowonga Multi-Sport Stadium and the Numurkah Flood Levee.
- Funding 100% of asset renewal on a rationalised asset portfolio.
- Developing Council's new long term plans including Community Vision, Council Plan, Financial Plan, Asset Plan as well as a Revenue and Rating Plan.
- Undertaking service level planning for the services provided by Council.



The Year in Review

Message from the Panel of Administrators

Throughout 2023-24 we made significant progress in laying strong foundations for Moira Shire Council's future. While there is still much to be done, our primary goal remains the same: to ensure Council's good governance, and to build trust and credibility with the community. We understand the importance of this and are committed to delivering.

Good governance is the cornerstone of any successful community and is the bedrock upon which trust and confidence are built. To strengthen governance, we have focused on four key principles over the past year - transparency, integrity, engagement, and compliance. These values are woven into everything we do, ensuring that Council's operations are accountable, effective, and aligned with the needs of our community. By prioritising these principles, we aim to foster long-term trust and collaboration with our community.

One of our key priorities for this period was the recruitment and onboarding of a new Chief Executive Officer. This occurred, with Mr Matthew Morgan appointed in December 2023 and commencing in January 2024. With Mr Morgan on board, we have substantially reset and progressed planning of key flagship projects, including the Yarrowonga Library, Events and Performance Precinct, the Numurkah Flood Levy, and the Yarrowonga Multisport Stadium.

We have also implemented the recommendations of the Commission of Inquiry and have worked with the Hon. Melissa Horne MP, Minister for Local Government, to establish a set of priorities for 2024 - many of which are already completed or well underway. A notable achievement has been the development of an Advocacy Plan, which aligns with Council's vision of fostering a welcoming, healthy, and sustainable community that encourages diversity, business ingenuity, and inclusion.

In response to pressing community issues, we have hosted forums on family and gender-based violence and initiated work on Council's Road Safety Strategy and Action Plan amongst many other things.

Our financial indicators, as presented in the 2024/25 Council Budget, are currently below desired target levels. Our goal is to improve the Council's financial sustainability by continuing to focus on strong financial management, efficient project delivery, and accurate cost identification. We have set clear targets over the next four years to restore Council's financial health.

In addition to improving governance, we have formed high-level partnerships across sectors such as health and education, aimed at re-engaging and strengthening connections within our municipality.

As a Panel, we are dedicated to listening to the community and making informed decisions. Community engagement is a top priority, and we greatly appreciate the input from all who participated in our many consultations over the past year. We also launched Community Catch-Ups, meeting with residents in different townships to discuss Council projects and initiatives that impact them directly.

In June, John Tanner AM concluded the role of Chair Administrator of Moira Shire Council. We thank Mr Tanner for his leadership and unwavering commitment to transparency and good governance during his tenure.

As we continue to focus on positively positioning Moira Shire Council to return to an elected Council in 2028, we extend our gratitude to the community for your trust in Moira Shire Council.

We look forward to a bright and prosperous future together.



Dr Graeme Emonson PSM
Chair Administrator



Suzanna Sheed AM
Administrator

Message from the Chief Executive Officer

It is an honour to have been appointed and to have commenced in the role of Chief Executive Officer at Moira Shire Council in January 2024.

Council has undergone several significant changes this year, including a reduction in our Panel of Administrators from three to two members and new leadership appointments within the executive and management teams.

To enhance governance and efficiency in decision-making, we established Project Control Boards for major capital projects such as the Yarrowonga Library, Events and Performance Precinct, Yarrowonga Multisport Stadium, and the Numurkah Levy. Significant progress has been made on these flagship projects, which form a large part of Council's large capital works program and commitment to provide fit-for-purpose infrastructure to meet community needs.

Council is responsible for delivering many key services, ranging from family and children's services, traffic regulation, and waste management to business development, urban planning, and community building. These services, along with our ongoing investments in maintaining and upgrading community assets, directly support the wellbeing and prosperity of our residents.

We are proud to have achieved several key milestones over the course of the year. Notably, we developed and adopted the 2024–2025 Moira Shire Advocacy Plan, which serves as a vital tool for connecting our community with government decision-makers. Through this plan, we continue to work closely with State and Federal Governments to secure investments for the region and advocate for reforms that will bring positive outcomes for our community.

Council also launched an online community engagement platform, Moira Matters, designed to provide a space for the community to share ideas, connect with others, and influence meaningful change.

Additionally, we developed and adopted a Risk Appetite Statement as part of our Risk Management Framework, which defines the level of risk Council is willing to accept while pursuing its strategic objectives.

As a values-driven organisation, Council remains committed to leadership guided by core values of respect, honesty, accountability, teamwork, and integrity. These principles continue to shape our organisational culture and service to the community, helping us make informed decisions that best serve the interests of all.

Our 2023/24 financial result is characterised by a deficit result (heavily impacted by timing of operating grants), a low borrowings to revenue ratio and a high working capital ratio, however it should be noted that the strong cash balance is largely due to delays with capital project delivery and these funds are already committed.

In coming years our focus will be on correcting an underlying structural deficit within Council's long term financial plan, delivering agreed capital projects to reduce the working capital ratio and balancing prudent expenditure against the review of Council's service delivery.

I look forward to continuing our work together and building a strong, vibrant future for our community.



Matthew Morgan
Chief Executive Officer

Financial Summary

Council revised its 10-year Financial Plan during the 2023/24 financial year and the 2024/25 Annual Budget outlines how Council will responsibly manage community funds to ensure the long-term financial sustainability of Council and return financial performance metrics to a desirable level by 2027/28.

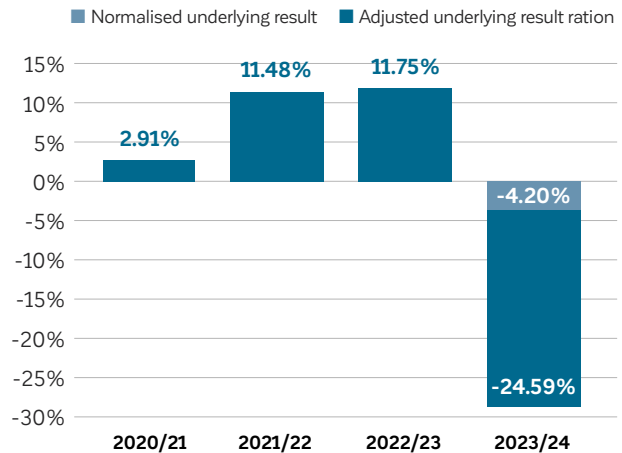
Operating Position

Council's operating result for the 2023/24 financial year is a deficit of \$4.87 million. This is partially due to Council not receiving the Commonwealth Government Financial Assistance Grant (CGFA Grant) in the 2023/24 financial year (\$12.5M). The CGFA Grant, which is ordinarily paid in advance of the subsequent financial year, was received in July 2024, and will be recognised in the 2024/25 financial year. Another major factor in the result was the asset revaluation process resulting in an increase in depreciation of 21.7% from the previous year (\$2.77M). This is a result of the 2022/23 financial year asset revaluation adjustments, which significantly increased the carrying value of Council's assets.

The Adjusted Underlying Result is a financial metric that is monitored to focus on Council's financial performance from its core operational activities. The metric excludes one-off or non-operational transactions such as non-recurrent capital income and monetary/ non-monetary capital contributions as these transactions can distort the true picture of Council's ongoing financial health.

The adjusted underlying result for the 2023/24 financial year is -24.59%. Whilst this result is outside of the expected performance target band of -20% to 20%, this is largely due to the timing of the CGFA Grant payment. Removing the financial impacts from this timing difference, the normalised underlying result would have been -4.2%.

Adjusted underlying result ratio (%)

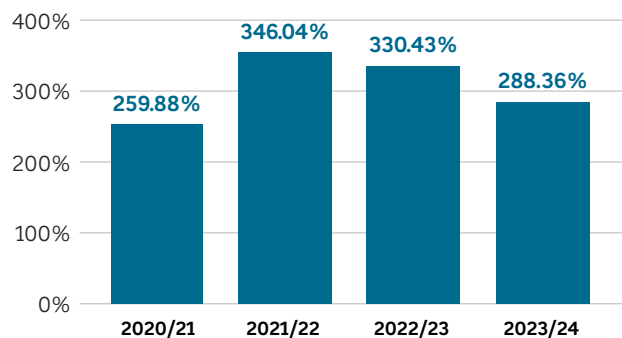


Liquidity

Cash and other financial assets on 30 June 2024 were \$55.66 million. Whilst less than the 30 June 2023 figure of \$66 million, these cash holdings are sufficient to support Council's future capital delivery program. The reduction from the 2022/23 financial year is due to the 2024/25 CGFA Grant being received in July 2024 and will therefore be recognised in the 2024/25 financial results.

The Working Capital Ratio is a financial health metric that assesses Council's ability to meet current commitments and is calculated by measuring Council's current assets as a percentage of current liabilities. Council's liquidity ratio level of 288.36% is an indicator of strong financial health, and the result falls within the performance target band of 100% to 400%.

Working capital ratio (%)

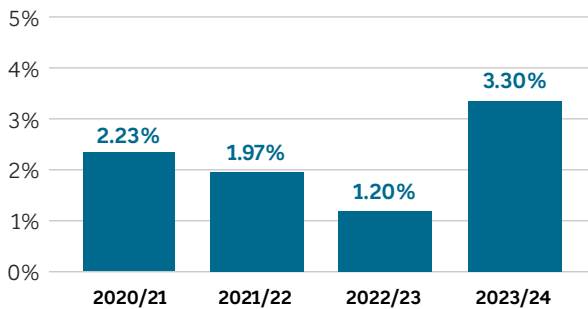


Obligations

Under Council’s Treasury Management Policy, inter-generational use of assets, Council’s forecast financial position and market factors are key considerations for determining the most appropriate funding structure for capital purchases or projects. When entering financing arrangements, Council aims to minimise the cost of borrowing to the rate payer.

On 30 June 2024, Council’s debt ratio was measured by comparing interest-bearing loans and borrowings to rate revenue was 3.30%. This result is well within the expected performance target band of 0% to 70%. This ratio is forecast to increase with plans to sustainability source borrowings to fund major capital projects in the future.

Loans and borrowings to rate revenue ratio (%)

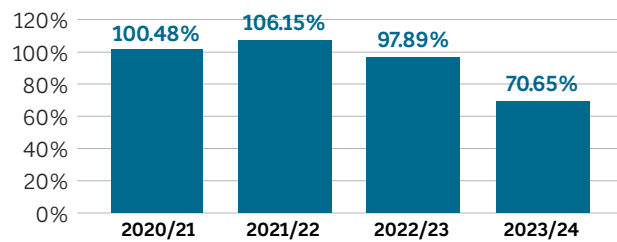


Capital Renewal Expenditure

As custodian of community assets, Council has the responsibility for managing these assets in the most cost-effective manner. To achieve this, Council must ensure adequate resources are afforded to maintaining the service life of infrastructure assets, to the levels as defined within Council’s Asset Management Plan, whilst balancing the resourcing needs of important services delivered to the community. To ensure the continued service life of its infrastructure assets, Council invested \$10.99 million in renewal and upgrade works during the 2023/24 year.

Council’s asset renewal and upgrade ratio was measured by comparing asset renewal and upgrade expenditure to depreciation was 70.65%. This result is lower than the 2022/23 result of 97.89% due to an increase in depreciation expense following revaluation assessments of infrastructure assets during the 2022/23 financial year. The result is within the expected performance target band of 40% to 130%.

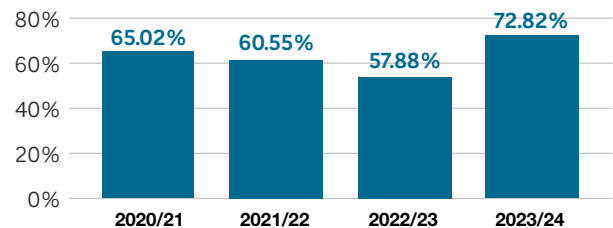
Asset renewal and upgrade ratio (%)



Stability and Efficiency

Council receives income from a wide range of sources including rates, statutory fees, user fees, fines, grants, and contributions. Council’s rates concentration is a financial performance metric that compares rate revenue to adjusted underlying revenue. For the 2023/24 financial year, this metric was 72.82%, which is higher than the 2022/23 result of 57.88%. The increase is driven by the delay in receiving the 2024/25 CGFA Grant, which was received in the 2024/25 financial year. The ratio is within the expected performance target band of 30% to 80%.

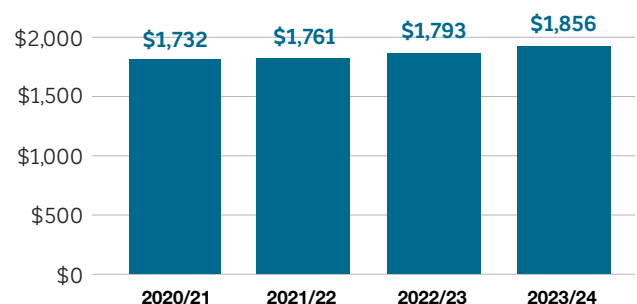
Rates concentration ratio (%)



Council operated within the 2023/24 rate cap of 3.5 per cent in line with the Victorian Government’s Fair Go Rates System. Like previous years, Council did not seek a variation to the rate cap and continues to absorb increasing costs in both service delivery and capital projects.

This becomes more of a challenge each year, and the drive to find efficiencies within operations as well as broaden Council’s revenue base is ongoing to ensure there are no significant impacts on service delivery. The application of the rate cap for 2023/24 resulted in an average charge per assessment of \$1,856.

Average rates charge per assessment



Description of Operations

Moira Shire Council delivers many services to our community, from family and children's services, traffic regulation, open space, youth facilities, waste management and community building, to matters concerning business development, planning for appropriate development and ensuring accountability for Council's budget. This broad range of community services and infrastructure for residents support the wellbeing and prosperity of our community. Details of these services can be found in this annual report.

Council's vision, strategic objectives and strategies to further improve services and facilities are described in our Council Plan 2021-2025 and the associated Budget 2023/24 and are reported upon in this document. Refer to the section on Our Performance for more information about Council services.

The delivery of services, facilities, support and advocacy to achieve the Strategic Objectives is measured by a set of service performance indicators and measures. Council also has a wide range of responsibilities under the Victorian and Australian legislations.

Economic factors

- Interest Rates have remained steady during 2023/24 and at a higher rate than recent year averages, which has resulted in good returns of interest income from investments. The contrasting effect, however, is planned borrowings for capital projects has become more expensive.
- Inflation has remained high in the 12 months from June 2023 to June 2024. CPI was recorded at 3.8 percent for that period while heavy and civil engineering construction price index increased 3.3 percent. The labour market continues to be a challenge for Council, with scarcity in key skill areas such as planners, engineers, and project managers.

Major capital works

Council continued to invest in the renewal and upgrade of community assets and services as Council delivered its capital works program.

During 2023/24, some of our major capital works highlights included:



Cobram Apex Park - Carpark and Landscaping

The project involved upgrading a section of the existing gravel carpark to asphalt as well as associated drainage improvements and landscaping.

This project was funded by Local Roads and Community Infrastructure Grants.

Completion date: April 2024

Cost: \$1,020,526



Numurkah Recreation Reserve – Lighting Upgrade

This project incorporated design, supply and construction of 100 Lux LED lighting.

This project was jointly funded by Council and the Local Sporting Infrastructure Fund – Community Sports Lighting Stream.

Completion date: June 2024

Cost: \$284,114



Yarrowonga Splashpark expansion

This project included the expansion of the existing splash park as well shelters, seating around the splash park, new picnic tables in the rotunda, circular seating under the big tree, new rubbish bins, garden boxes, a water drinking fountain and landscaping around the splash park.

This project was jointly funded by Council and the Australian Government's Local Roads and Community Infrastructure Projects Funding.

Completion date: October 2023

Cost: \$1,054,000



Strathmerton Walking Track

This project included construction of a new 1.5 kilometre walking track and revegetation around the Strathmerton Recreation Reserve and Golf Course.

The walking track was named after a much loved community member, Mick Cleary.

This was a joint project between Council and the Strathmerton Community Steering Committee.

Completion date: October 2023

Cost: \$35,000

Yarrowonga Cullens Road Boat Ramp Extension

The first stage of this project involved extending the length of the existing boat ramp by 5 metres and upgrading to create a two lane boat ramp. The second stage included improvements to the access road to the boat ramp from Cullens Road, and improvements to the parking area.

This project was jointly funded by Council, the Australian Government's Local Roads and Community Infrastructure Funding, the Victorian Government through the Recreational Fishing and Camping Facilities Program and the Better Boating Victoria's, Boating Safety and Facilities Program.

Completion date: December 2023

Cost: \$654,762

Major changes

Council faced several changes during the year, which included:

- Council's Panel of Administrators reducing from a panel of three members to a panel of two.
- Appointment of a permanent CEO, replacing previous acting and interim CEO appointments.
- Changes in leadership, with many new appointments in both the executive and management roles.
- Establishment of Project Control Boards to enhance the governance and efficiency in decision making on flagship capital projects, notably the Yarrowonga Library, Events and Performance Precinct, Yarrowonga Multisport Stadium and Numurkah Levee.
- Organisational restructure undertaken to ensure that resources are allocated to the most critical areas of Council, supporting strategic priorities.

Major achievements

- Developed and adopted the 2024-2025 Moira Shire Advocacy Plan to enable Council to be a voice for connecting the community with key government decision-makers. The plan is being used to work with the State and Federal Governments to secure investment in the region and encourage important reforms that will facilitate positive outcomes for the community.
- Implemented an online community engagement platform 'Moira Matters' which is designed to be a hub for the community to share, connect and influence positive change.
- Developed and adopted a Risk Appetite Statement which forms part of the Moira Shire Council Risk Management Framework and determines the level of risk that Council is willing to accept in pursuit of its strategic objectives. Also adopted was a revised Risk Management Plan that provides an operational framework to assist Council to manage the numerous risks it faces using consistent processes which can be applied to any Council activity.
- Received funding through the Transport Accident Commission (TAC) to deliver a Moira Shire Road Safety Strategy and Action Plan.



Our Council



Our profile

Moira Shire is in the Hume region of Victoria and stretches across 4,045 square kilometres from Bundalong in the east to the Barmah National Park to the west. Our northern boundary is defined by the Murray River, and our southwest, southern and southeast regions share boundaries with the municipalities of Campaspe, Greater Shepparton, Benalla, Wangaratta and Indigo. Moira is centrally located to the regional cities of Shepparton, Wangaratta and Albury-Wodonga.

Moira Shire includes four major towns; Cobram, Nathalia, Numurkah and Yarrowonga and 22 smaller communities: Barmah, Bearii, Bundalong, Burramine, Invergordon, Kaarimba, Katamatite, Katunga, Koonoomoo, Kotupna, Lake Rowan, Peechelba, Picola, St James, Strathmerton, Tungamah, Waaia, Wilby, Wunghnu, Yabba North, Yalca and Yarroweyah.

There is no single dominant major town within the Shire and importantly, each major town has a unique combination of economic and livability advantages.

Our Council offices

Cobram Service Centre

44 Station Street, Cobram

Yarrowonga Service Centre

100 Belmore Street, Yarrowonga

Email info@moira.vic.gov.au

Website www.moira.vic.gov.au

Postal Address

PO Box 578

COBRAM VIC 3643



Our economy

- Moira Shire supports 11,976 jobs.
- The major contributors to employment:
 - Agriculture, Forestry & Fishing 2,190 jobs (18.29%)
 - 71% of total land area used for Agriculture
 - Health Care & Social Assistance 1,671 jobs (13.95%)
 - Manufacturing 1,349 jobs (11.26%)
- 54.7% of persons aged 15 years and over are employed
- Nominal gross regional product \$2.146 billion
- Annual economic output of \$4.689 billion

The Manufacturing industry sector makes the greatest contribution to economic output in the region (25.08% of total output).

Sources Remplan and Australian Bureau of Statistics

Our Administrators

Moira Shire Council is being governed by a panel of administrators. The panel of administrators was appointed following the passing of the Local Government (Moira Shire Council) Bill 2023, which passed parliament on 7 March 2023 and received royal assent on 9 March 2023.

On 9 March 2023, John Tanner AM was appointed as interim administrator until the appointment of the panel.

On 8 June 2023 a Panel of Administrators was appointed to Moira Shire Council until the first meeting of the council following the general elections in October 2028.

The panel comprised John Tanner AM (former Chair) whose appointment concluded on 9 June 2024, Suzanna Sheed AM and Dr Graeme Emonson PSM (current Chair).

While in office, Administrators must perform all the functions, powers and duties of a Councillor, as set out in the *Local Government Act 2020*. In addition, the Chair Administrator must perform all the functions, powers and duties of the Mayor of the Moira Shire Council as set out in the Act.



L-R: John Tanner AM, Suzanna Sheed AM and Dr Graeme Emonson PSM

Our Panel of Administrators as at 30 June 2024 are:

Dr Graeme Emonson PSM

Chair Administrator

Dr. Graeme Emonson PSM was formerly Deputy Secretary, Corporate Services Department of Energy, Environment and Climate Action in Victoria. He brings leadership and organisational culture to the Panel, along with extensive background as a Fellow and Board Member of the Institute of Public Administration Australia (IPAA), a former Executive Director of Local Government Victoria, CEO of the City of Wangaratta for five years to 2002 and CEO of Knox City Council from 2002 to 2016.

Suzanna Sheed AM

Administrator

Suzanna Sheed AM, a lawyer, was an independent member of the Victorian Legislative Assembly from 2014 until 2022. She represented the electorate of Shepparton, as well as served as chair of the Victorian Parliament's Pandemic Declaration Accountability and Oversight Committee and was a member of the Family and Community Development Committee. Ms Sheed brings a deep understanding of key issues in regional Victoria. She has held board positions with the RACV, Goulburn Murray Water and the Law Institute of Victoria.

John Tanner AM

John Tanner AM was the Chair Administrator until his appointment concluded on 9 June 2024.

Our People

Council is the governing body that appoints a Chief Executive Officer (CEO). The CEO has responsibility for the day-to-day management of operations in accordance with the strategic directions of the Council Plan. The organisational structure and the senior executive officers reporting directly to the CEO as at 30 June 2024 are described below.



Chief Executive Officer

Matthew Morgan

- Executive Leadership

Senior Officers reporting directly to the CEO:



Director Community

Scott Williams

- Communications and Engagement
- Community Wellbeing
- Economic Development, Tourism and Recreation



Director Sustainable Development

Bryan Sword

- Planning
- Regulatory and Emergency Services
- Waste

Director Infrastructure Services

Justin Hanrahan

Acting

- Engineering
- Operations
- Parks and Facilities
- Project Delivery

Director Corporate Performance

Eva Salib

Acting

- Finance
- Governance, Risk and Performance
- Information Services

Executive Manager Corporate Governance

Amanda Chadwick

Acting

Executive Manager People and Culture

Andrea Noonan

Acting

Organisational structure

A chart setting out the organisational structure of Council as at 30 June 2024 is shown below.



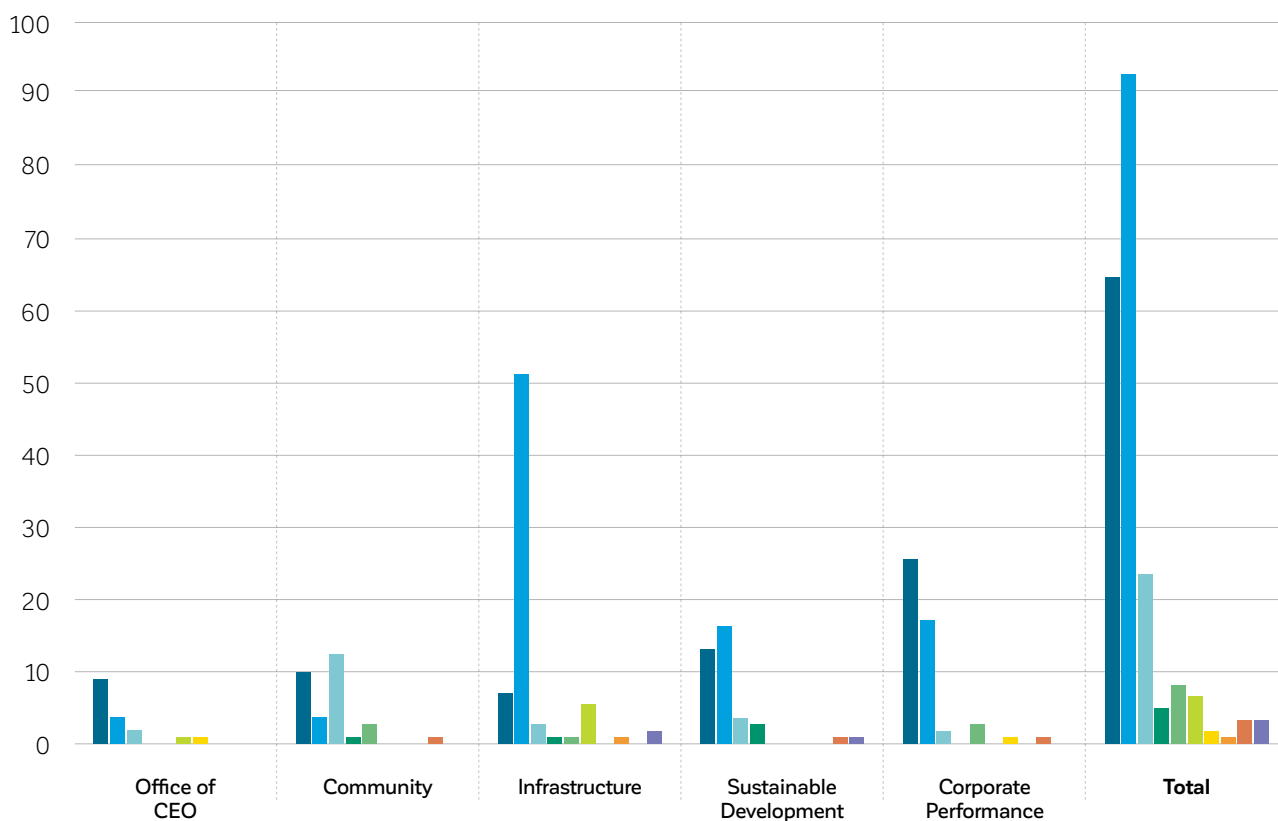
* As at 30 June 2024, Amanda Chadwick's substantive role was Manager Governance, Risk & Performance.

Council staff

A summary of the number of full time equivalent (FTE) Council staff by organisational structure, employment type and gender is set out below.

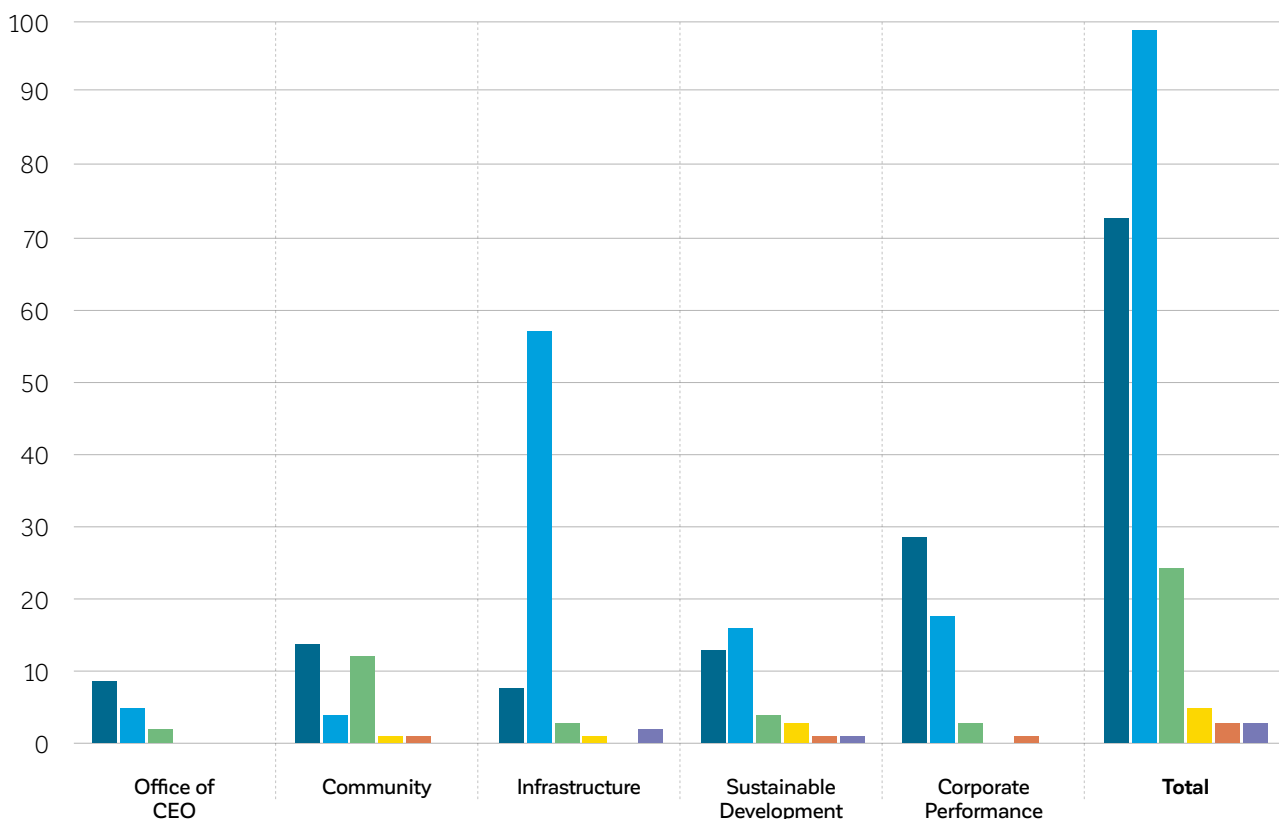
Employee type/gender	Office of CEO	Community	Infrastructure	Sustainable Development	Corporate Performance	Total
	FTE	FTE	FTE	FTE	FTE	FTE
Permanent FT - W	9	10	7	13	26	65
Permanent FT - M	4	4	51	16	17	92
Permanent PT - W	2	12	3	4	2	23
Permanent PT - M	0	1	1	3	0	5
Temporary FT - W	0	3	1	0	3	7
Temporary FT - M	1	0	6	0	0	7
Temporary PT - W	1	0	0	0	1	2
Temporary PT - M	0	0	1	0	0	1
Casual - W	0	1	0	1	1	3
Casual - M	0	0	2	1	0	3
Total	16	32	72	38	50	208

FT – Full time PT – Part time W – Women M – Men



Employee type/gender	Office of CEO	Community	Infrastructure	Sustainable Development	Corporate Performance	Total
	FTE	FTE	FTE	FTE	FTE	FTE
■ Full Time - W	9	14	8	13	29	73
■ Full Time - M	5	4	57	16	17	99
■ Part Time - W	2	12	3	4	3	24
■ Part Time - M	0	1	1	3	0	5
■ Casual - W	0	1	0	1	1	3
■ Casual - M	0	0	2	1	0	3
Total	16	32	72	38	50	208

W – Women M – Men





Organisational culture

Council is committed to strengthening culture by providing an environment that is free from conduct that has the potential to cause harm to others in the form of psychological and psychosocial hazards and also where employees are engaged in the work they do.

Council conducted two surveys in 2023 to get a detailed understanding of workplace behaviours and risks.

The first survey was run in conjunction with WorkSafe and explored psychological hazards and the second was the Victorian Public Sector Commission's People Matter (employee opinion) Survey.

The results of these surveys have been used to create action plans and working groups have been formed to ensure action is taken.

The overall aim is to create a workplace where employees feel engaged and can undertake meaningful work, while being provided with the support that enables employees to contribute to the overall goals and ambitions of Council.

Council recently launched a Competency Framework which establishes common standards of behaviour to guide the way we work. The framework developed in consultation with all staff, is based on our core values of Respect, Honesty, Accountability, Teamwork and Integrity and is designed to provide a comprehensive and structured approach to assessing and developing the behavioral competencies required for effective job performance and a positive workplace culture.

Values and behaviours

Council is a values-driven organisation, providing leadership based on guiding values and behaviours, underpinning decision-making and operations.

Our organisational values are:

-  **Respect**
-  **Honesty**
-  **Accountability**
-  **Team Work**
-  **Integrity**

We integrate our values and behaviours into our day-to-day work, including how this contributes to our preferred organisational culture, and our service provision to the community.

Workforce planning

In 2023/24, Council revised its Workforce Plan to respond to the ongoing workforce needs to enable Council to deliver the wide range of services to our community and to comply with the *Local Government Act 2020*. The four-year plan ends in 2025.

In addition to the Workforce Plan, a Retention Plan has also been developed. The Retention Plan is designed to retain employees at Council promoting stability and building internal capacity.

Gender equity

As one of the largest employers in the Moira Shire, we play a significant role in improving gender equity in our community, we are focused on encouraging a culture of respect and creating a safe and supportive workplace. Our future success is dependent upon attracting and retaining a workforce that represents the demographics of the community we serve.

Council is committed to creating an inclusive workplace to ensure equitable outcomes regardless of gender. The benefits of providing an inclusive workplace have been well documented. Inclusive workplace cultures, where all employees are valued and included, result in a more engaged, motivated and productive workforce. Diverse and inclusive teams are also more innovative, able to draw upon a wider set of experiences, approaches and resources to effectively respond to, and act on behalf of, our communities.

As a defined entity under the *Gender Equality Act 2020*, Council have developed a Gender Equality Action Plan 2021-2025. This Action Plan details Council's commitment to embed gender equality in all facets of our business and the Gender Equality Diversity and Inclusion Committee oversee the implementation of this Action Plan.

To ensure gender equality is given a continued and consistent emphasis, we have embedded measures to monitor and evaluate the efficacy of our activities towards achieving gender equality.

Education and training

Council invests in its people, with a broad suite of opportunities to ensure staff are appropriately trained and skilled to deliver services now and into the future. Council also provides a comprehensive learning and development program that supports a broad range of staff professional, compliance and development needs. The program is developed in alignment with strategic priorities as well as in response to needs identified through performance and development plans. A variety of learning methodologies are used including online learning and facilitated workshops.

Council continues to support its staff to undertake leadership programs such as LG Pro Ignite, LG Pro Outdoor Ignite and the Fairley Leadership Program. This encourages the development of a network of leaders by offering an intensive annual program that explores the major issues and opportunities, providing an environment where emerging leaders can develop links and understanding to meet and learn from existing leaders and to be a continuing resource of skills and influence to further enrich the sector and community.

Health and safety

Council continued to focus on the physical and mental wellbeing of its staff, utilising the Work Health Program to focus on sustainable proactive programs, guiding further improvements in injury management. The program encompasses a range of initiatives to support and improve employee wellbeing. The initiatives covered include ergonomics and manual handling, injury prevention, healthy living, nutrition, mental resilience, financial wellbeing, depression, and physical activity.

Council aims to secure the health, safety and welfare of employees and other persons at work by eliminating hazards from the workplace, ensuring workplace inspections are carried out in accordance with annual plans. Council also ensures that health and safety compliance training requirements for staff are identified and added to the annual training calendar, ensuring plant and equipment is compliant to Australian Standards, maintaining a Confined Space Register and; maintaining a Chemicals Risk Register.

Our Performance

Planning and accountability framework

Part 4 of the *Local Government Act 2020* requires councils to prepare the following:

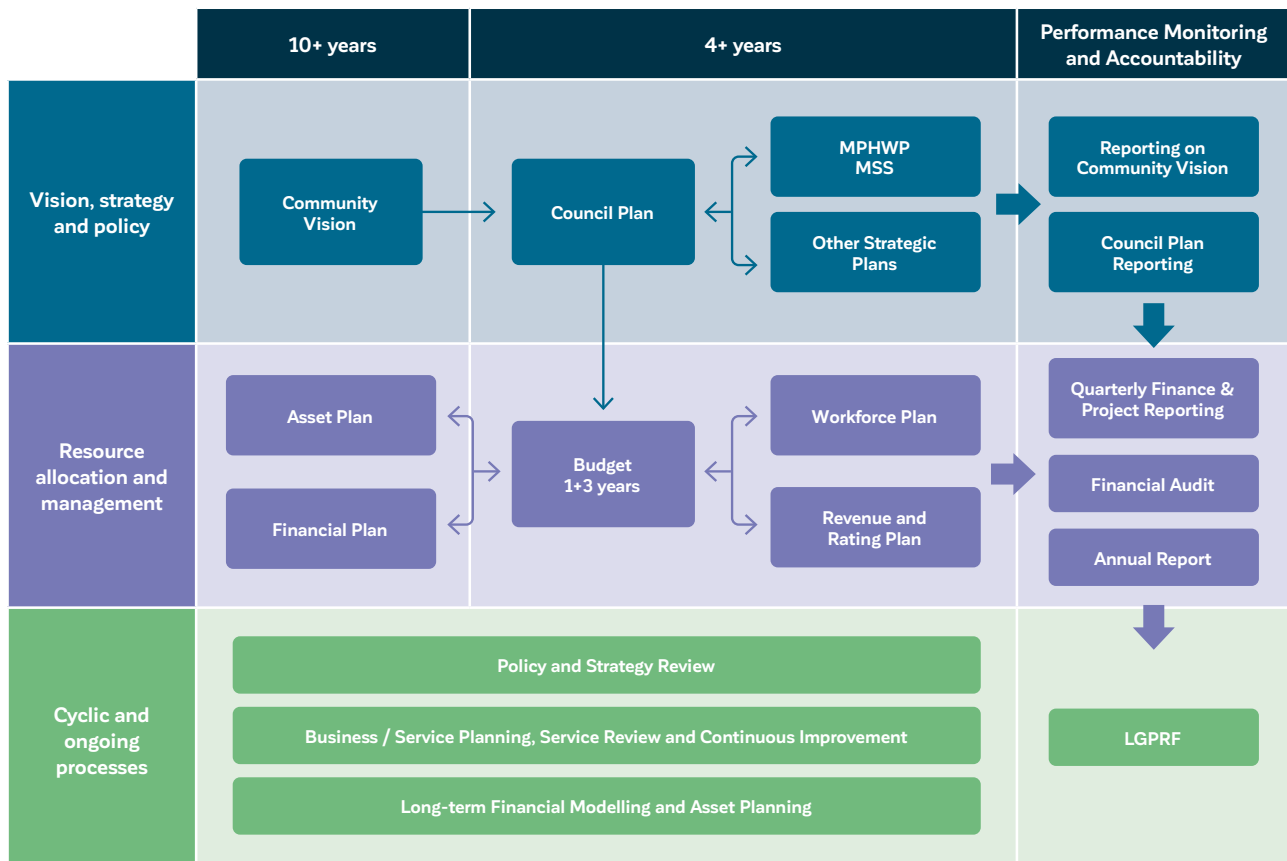
- A Community Vision (for at least the next 10 financial years);
- A Council Plan (for at least the next 4 financial years);
- A Financial Plan (for at least the next 10 financial years);
- An Asset Plan (for at least the next 10 financial years);
- A Revenue and Rating Plan (for at least the next 4 financial years);
- An Annual Budget (for the next 4 financial years);

- A Quarterly Budget Report;
- An Annual Report (for each financial year); and
- Financial Policies.

The Act also requires councils to prepare:

- A Workforce Plan (including projected staffing requirements for at least 4 years);

The following diagram shows the relationships between the key planning and reporting documents that make up the integrated strategic planning and reporting framework for local government. It also shows that there are opportunities for community and stakeholder input and feedback.



Council Plan

Strategic objectives

The Moira Shire Council Plan 2021-2025 centres around five key strategic objective pillars. These strategic objectives assist Council to make the most of our regional advantages and include aspects both internal to Council as well as those that are community aspirations.



Performance

Council's performance for the 2023/24 year has been reported against each strategic objective to demonstrate how Council is performing in achieving the 2021-2025 Council Plan. Performance has been measured as follows:

1. Results achieved in relation to the strategic indicators in the Council Plan.
2. Progress in relation to the major initiatives identified in the budget.
3. Services funded in the 2023/24 Budget and the persons or sections of the community who provided those services.
4. Results against the prescribed service performance indicators and measures.

How is our Local Government Performance Reporting Framework improvement measured?



Improved

Overall performance has improved from previous year.



Stable

Overall results have remained stable from the previous year.



Below expectation

Overall performance has declined from previous year.





Pillar 1:
**A Welcoming and
Inclusive Place**



Key achievements and projects delivered

1.01

We celebrate our communities' achievements and diversity

- Participated in NAIDOC Week celebrations, including a Cultural Connection Day with a welcome ceremony, community walk and range of activities in Yarrawonga and an event in Cobram.
- Offered Cultural Diversity Grants to support community organisations and/or businesses to host Cultural Diversity Week events or activities, with three community groups receiving a minor grant of \$1,000 and two groups receiving a major grant of \$10,000.
- Welcomed and celebrated 70 new Australian citizens to the shire by hosting four Citizenship Ceremonies.
- Hosted an All-Abilities Talent Show which featured 17 acts showcasing a range of talents from the area and more than 180 attendees. The show was supported by PALS, Cobram Community House, and Cobram and District Specialist School.
- Supported the Victorian Seniors Festival by collaborating with Greater Shepparton City Council, Strathbogie Shire Council, and Rural City of Benalla to host a concert for seniors in the region, the Goulburn Valley Country Concert, Beatlez Tribute Show.
- Delivered our Festive Funding Grants program which offered up to \$1,000 for small towns and \$2,000 for our major towns to deliver a variety of activities and decorations throughout the shire over the Festive Season. A total of \$15,000 was provided to 14 community groups across our small and major towns through this program.
- Hosted the Moira STAR Achiever Awards, acknowledging the outstanding achievements of individuals and groups within the shire.
- Facilitated All Abilities Advisory Committee members to attend and promote Moira Shire services at the Shepparton Disability Expo.
- Facilitated the Parallel Wilds workshop with the Strathmerton Primary School, to celebrate our Natural environment.
- Funded four International Women's Day events through our local Country Women's Association groups.
- CAN Hub Numurkah and G.R.A.I.N. Store Nathalia both hosted "Beyond Identity" multicultural festival.



1.02

Our artistic, cultural programs and services will promote inclusiveness, social wellbeing and reflect the needs and values of communities

- Continued to implement our Arts and Culture Strategy and work with the four Creative Arts Hubs across the shire to deliver arts and culture events and programs across the shire. This has included developing their capacity to self-govern and self-manage by offering Governance training at the March 2024 networking meeting. All Moira Creative Arts Hubs hosted successful workshops, exhibitions, performances, and markets during the period.
- Developed and adopted a Public Art Policy, which will ensure a coordinated approach to the funding, commissioning, installation and maintenance of public art.
- Facilitated the FReeZA Youth Program which included music workshops with youth participants to create their own music and supported young musicians to perform at the Baala Festival in Numurkah.
- Launched a new sculptural art commission for Thompson's Beach, Cobram. The project has required much cross-team liaison and co-operation, and cross-community consultation.
- Arts for All gained assistance with their national call out for a mural artist for Mivo Park utility block. The artist (Jimmy Dvate) has been commissioned and will complete work by December 2024.
- Arts for All have completed their mosaic trail for use in the Thompson's Beach upgrade.
- G.R.A.I.N. Store Nathalia had a multidisciplinary weekend event "The Things we do for Love" delivering high impact community-based art.
- Across the Arts facilitated audiences for exciting touring events: Small Halls Tour, Fanny Lumsden and the Pawn Stars, Stephen Hall's Letters to my Heroes, and Melbourne Comedy Festival.
- A two-day RAV in Residence was held in Cobram to facilitate networking amongst creatives and to distribute important knowledge, funding opportunities, and creative pathways for creatives contributing to the creative economy of the shire.
- Maternal and Child Health supported Dharnya Day and immunisation services at Cummeragunja.

1.03

We will empower communities to craft their own vision of the future and support their efforts to be more resilient

- Worked with the Strathmerton Community Steering Committee to develop and launch a new Strathmerton Community Plan on 16 December 2023.
- Commenced development of the Barmah Community Plan.
- Assisted eight Moira Shire communities in making Tiny Towns Funding applications for up to \$50k for their projects. Two were successful grant recipients, and all groups considerably developed their capacity to apply for external government funding.
- Delivered two Risk Assessment Workshops to the community. The workshops were delivered to educate community groups with completing risk assessments for their events and projects.

1.04

We value and respect the culture of our traditional owners

- Participated in a range of initiatives in recognition of the culture and history of our traditional owners including NAIDOC Week, Dharnya Day and Many Mobs Bridge Walk.
- Secured funding from Emergency Recovery Victoria (ERV) to engage a consultant to develop a Reconciliation Action Plan (RAP), which will outline the steps we will take to promote reconciliation and create a more inclusive and equitable community for all residents, including local Aboriginal and Torres Strait Islander peoples.
- Registered additional Maternal Child Health staff to undertake Aboriginal and Torres Strait Islander (ATSI) Cultural Competency training.

1.05

We will value and recognise the history and heritage of our towns and buildings

- Adopted a revised Memorials and Plaques Policy which includes strengthened criteria around commemorative memorials and plaques and their placement across the shire.
- Provided assistance to three Moira Shire towns, Numurkah, Wunghnu and Tungamah in their preparations for their forthcoming 150 year celebrations in 2025.
- Numurkah and Tungamah were assisted in applying for Public Records of Victoria funding.
- Undertook further consultation on the Yarrowonga Town Hall upgrade, working with the Yarrowonga Town Hall Advisory Group.

1.06

Recreation, sports facilities, programs and services respond to our diverse and emerging community needs

- Completed the expansion of the Yarrowonga Splash Park on the Yarrowonga Foreshore of Lake Mulwala.
- Hosted the 2023 Tri State Games from 12 to 17 November 2023 which saw more than 250 people with a disability compete in a range of sporting activities against their peers from Victoria, New South Wales and South Australia.
- Delivered a second Bush Nippers Swimming Safety Program delivered at Thompson's Beach, Cobram in January. The program being delivered in partnership with Lifesaving Victoria, Barooga Aquatic Recreation Centre and YMCA.
- Commenced development and delivery of a playground renewal program based on Council's Play Strategy. The program will ensure we can carefully plan our current and future investment in the 70 play spaces across the Shire.
- Began works on the upgrade of Kennedy Park at Thompsons Beach Cobram. The works include a new playground, shelters, signage, artwork, and an accessible walking path connecting all of these facilities along the foreshore.

- Installed more outdoor gyms across the shire to promote active living in the community. There are now 12 outdoor gyms across Cobram, Nathalia, Numurkah and Yarrowonga.
- Installed a 1.5km walking track around the Strathmerton Golf Course and Recreation Reserve. This was a joint project with the community steering committee and the walking track was named to commemorate much-loved community member, Mick Cleary.
- Developed a Fair Access for Community Sport Policy in consultation with the community, which was subsequently adopted by Council in July 2024.
- Developed a draft JC Lowe Reserve Master Plan and commenced consultation on the draft plan with the community.
- Completed the Numurkah football oval lighting project.
- Completed an Integrated Water Management Plan for Yarrowonga Showgrounds/ Victoria Park.
- Completed concept design for the Cobram Scott Reserve Pavilion.

1.07

We promote the health and wellbeing of our communities

- Developed and adopted a new All Abilities Access and Inclusion Plan which outlines Council's commitment to promoting a more inclusive and accessible community.
- Conducted regular Health Promotion meetings with local health services, NCN Health and Yarrowonga Health, to ensure that organisations work collaboratively together to ensure compliance with the Public Health and Wellbeing Act 2008.
- Delivered a range of programs to the community including Maternal and Child Health and Immunisation Services, Environmental Health Services, Mosquito Monitoring and Syringe Disposal Programs.
- Endorsed a Memorandum of Understanding to form a strategic alliance and broader co-operation between Council and local education and health sectors in delivering better outcomes for the Moira Shire in education, health, and general community wellbeing.

- Launched a new Community Shower Program in collaboration with the Numurkah Community Learning Centre, Numurkah Lions Club, Numurkah Aquatic and Fitness Centre in July 2023.
- Funded four Active April launch events across the shire. The events were delivered during the school holidays, providing free activities to encourage the community in getting active.
- Continued to deliver the Live4Life Teen Mental Health First Aid program to Year 8 students across 6 of the secondary schools in the shire.
- Assisted in the delivery of the My Passport Program to schools which is aimed at providing young people in our community the skills and knowledge they need to make educated decisions when faced with alcohol and other drugs.
- Supported the development of the Sexual Wellness Action Plan with the Centre for Excellence in Rural Sexual Health.
- Continued to co-facilitate the INFANT Activity and Nutrition Program with Yarrawonga Health and NCN Health.
- Continued to provide support to local playgroups and community groups such as supporting the relocation of the Cobram Toy Library.
- Continued to engage and support Community Reading days in partnership with NCN Health.

1.08

Gender equality is embedded in Council policy and decision-making




- Progressed the actions from our Gender Equality Action Plan 2021-2025, with preparation of the first progress reporting and audit data completed.
- Developed a Policy Framework, which will ensure that Gender Impact Assessments for any Council Policy that have direct and significant impact on the public are incorporated into the policy development and review process.
- Took part in the 16 Days of Activism Campaign by promoting awareness on Council's official social media and holding a staff morning tea to raise awareness within the organisation.
- Facilitated Gender Based Violence Forums to bring key agencies together to discuss the current crisis and localised solutions.
- Developed a Fair Access for Community Sport Policy. The policy aims to build capacity and capabilities of Council to improve the access to, and use of, community sports infrastructure for women and girls.



Strategic indicators

The following statement reviews the performance of Council against the Council Plan including results achieved in relation to the strategic indicators included in the Council Plan.

Indicator/measure	Result	Comments
By using the Local Government Community satisfaction Survey we can measure our improvements in:	Overall performance	<p>Result this year was 38, down from 40 in the previous year.</p> <p>The 2024 Community Satisfaction Survey highlighted a decline in overall performance; however, positive improvements were recorded in Council's overall direction, with perceptions significantly improving in 2024, up 8 points from 2023.</p>
	Consultation and engagement	<p>Result this year was 37, down from 41 in the previous year.</p> <p>Council implemented an online community engagement platform 'Moirā Matters' in November 2023. This is a community hub designed for sharing, connecting and influencing positive change.</p>
	Community decision making	<p>Result this year was 37, down from 41 in the previous year.</p> <p>Council acknowledges the decrease in satisfaction this year and will expect to see an improvement in this indicator through the implementation of the Advocacy Plan and through increased community engagement activities.</p>
By using the Local Government Performance Reporting Framework we can measure our improvements in:	Maternal and Child Health Statistics	<p>Maternal and Child Health participation and cost statistics remain stable.</p> <p>Further commentary and data is available in Pillar 1 - Service Performance Indicators.</p>
	Aquatic facilities Use and Management	<p>Utilisation of aquatic facilities has increased. Minimal plant issues and shutdowns has resulted in a service cost decrease.</p> <p>Further commentary and data is available in Pillar 1 - Service Performance Indicators.</p>
	Library Use and Management	<p>Due to the refurbishment of the Numurkah library, a refresh of some of the collection was also purchased. Adding to the eResource Database has also seen an increase of 27,000 titles for our community to choose from and the community has embraced this new online resource.</p> <p>Further commentary and data is available in Pillar 1 - Service Performance Indicators.</p> <p><i>Note: Three new indicators have been introduced for the 2023/24 reporting period. This result is based on the two existing indicators.</i></p>

 Improved
  Stable
  Below expectation

Services

The following statement provides information in relation to the services funded in the 2023/24 budget and the persons or sections of the community who are provided the service.

Service areas	Description of Services provided	Net Cost
		Variance
		\$'000
Civic Buildings Maintenance	This program ensures that Council's building assets are well maintained and serviceable.	1,324
		1,754
		430
Community and Recreational Development	This service is responsible for working with the community, stakeholders and partner agencies to develop long-term community plans.	1,141
		1,417
		276
Community Grants	This grants program provides funds that strengthen the involvement of community organisations by developing services, management of facilities, coordination of events and promotion of tourism and health in the community.	196
		208
		12
Community Services – Youth	This manages youth services and events that connect and engage Moira's younger citizens.	109
		153
		44
Drainage	This program provides drainage as part of its network of rural and urban roads service.	715
		341
		(374)
Events	Supporting official events across the shire including Australia Day, Citizenship Ceremonies, Cultural Diversity Week, and International Women's Day.	129
		81
		(48)
Library	Provision of financial contribution to the operation of the Goulburn Valley Regional Library that provides library services at four locations and a mobile library service.	848
		851
		3
Local Laws	To regulate, control and enforce breaches of legislation and local laws with the aim to maintain a safe and orderly environment within the municipality.	317
		343
		26
Maternal and Child Health	Provision of services across the Shire at five locations and an outreach program; also includes immunisation programs for infants and schoolchildren.	455
		466
		11
Property Management	Systems used to manage Council leases, tenure arrangements, disposal and acquisition of property.	(478)
		(447)
		31
Recreation and Safety	Council operates two sports centres, along with 19 recreation reserves and four showgrounds.	1,182
		1,106
		(76)
Roads and Bridges	This program provides a network of rural and urban roads, urban footpaths and drainage to the community.	7,601
		2,686
		(4,915)
School Crossing Supervision	To provide for the safe passage of children and adults when using school crossings during nominated hours.	90
		101
		11
Swimming Pools	Council operates five outdoor aquatic facilities and one indoor aquatic facility as well as a splash park.	1,128
		1,106
		(22)

Major initiatives

The following statement reviews the progress of Council in relation to major initiatives identified in the 2023/24 budget for the year.

Major Initiatives	Progress	Results and Highlights
Support community recovery from the October 2022 flood event through targeted community support activities and events.	Ongoing	<p>Council supported the community through:</p> <ul style="list-style-type: none"> The provision of a grants program for flood affected communities. Seven applications were funded through the program, totalling \$31,505. Delivering a series of mental health, resilience building workshops which were held across the Shire with approximately 250 people attending. Coordinating the quarterly Community Recovery and Resilience Committee. Commissioning of a formal review of the internal response and emergency management practices to the 2022 flood event which resulted in a formal report.
Support community projects throughout the Shire, with approximately \$185,000 allocated for Strengthening Grants in 2023/24.	Ongoing	Council supported 56 groups through the Community Strengthening Grants program, providing more than \$174,000 in funding during 2023/24.
Celebrate the diversity and achievements of the Moira Shire community with Australia Day Awards, Citizenship Ceremonies, Cultural Diversity Week, and International Women's Day events and promotion.	Ongoing	Council continues to celebrate and promote these initiatives each year.
Engage with the Shire's youth community through delivery of the FReeZa and Live 4 Life programs.	Ongoing	<p>Council continues to deliver these programs to the youth community.</p> <p>More than 1,400 young people attended FReeZA events and activities which included skate park series, an underage disco, a music festival and virtual reality and song writing workshops. At the end of 2023, 8 of the secondary schools participated in the Live4Life program which included the delivery of teen mental health programs and partnering the delivery of mental health initiatives. To conclude the program, a celebration was held with over 450 year 8 students in attendance.</p>
Road and roadside culvert flood reconstruction works at many locations around the Shire including Stewarts Bridge Road.	Carried over	Critical flood recovery works completed for 2023/24. Further non-critical flood recovery works expected to be completed during 2024/25 and 2025/26.
Bridge renewal at Bourke's Bridge Nathalia.	Carried over	The Bourke's bridge renewal has been carried over for delivery in the 2024/25 Budget (subject to grant funding).
Yarrowonga Library, Events and Performance Precinct project at the Yarrowonga Town Hall.	In progress	Construction on Stage 1 of the project is currently underway. Stage 1 will see the construction of the new state-of-the-art Library, community meeting spaces, gallery/foyer spaces and cafe/commercial kitchen.
First stage of the Yarrowonga Multisport Stadium.	Carried over	An expression of interest for a design and construct contractor commenced during 2023/24 and will be completed first half of 2024/25 with construction contracts expected to be awarded early 2025.
Increased investment in our local roads through road sealing, asphaltting, gravel roads and shoulder re-sheeting.	Completed for 2023/24	More than \$3 million invested in our local roads through road resealing and asphaltting, gravel road and shoulder re-sheeting.

Service performance indicators

The following statement provides the results of the prescribed service performance indicators and measures including explanation of material variations.

Service/Indicator/measure	Results 2021	2022	2023	2024	Material variations
LIBRARIES					
Utilisation					
Loans per head of population <i>[Number of library collection item loans / population]</i>	New	New	New	4.70	New indicator introduced in the 2023/24 reporting period.
Resource currency					
Recently purchased library collection <i>[Number of library collection items purchased in the last 5 years / Number of library collection items] x100</i>	53.91%	51.07%	51.92%	57.43%	Due to the refurbishment of the Numurkah library, a refresh of some of the collection was also purchased. Adding 'Comics Plus' to the eResource Database has seen an increase of 27,000 titles for our community to choose from and the community has embraced this new online resource.
Service cost					
Cost of library service per population <i>[Direct cost of the library service / Population]</i>	\$20.44	\$20.12	\$20.55	\$20.77	No material variation.
Participation					
Library membership <i>[Number of registered library members / population] x100</i>	New	New	New	26.52%	New indicator introduced in the 2023/24 reporting period. Previously the metric considered 'active library borrowers', now the metric is based on 'library members'.
Library visits per head of population <i>[Number of library visits / population]</i>	New	New	New	2.67	New indicator introduced in the 2023/24 reporting period.



Service/Indicator/measure	Results 2021	2022	2023	2024	Material variations
ROADS					
Satisfaction of use					
Sealed local road requests <i>[Number of sealed local road requests / Kilometres of sealed local roads] x100</i>	22.38	25.12	30.64	27.47	Result reflects a return to normal range following works to correct issues caused by the October 2022 flood event.
Condition					
Sealed local roads below the intervention level <i>[Number of kilometres of sealed local roads below the renewal intervention level set by Council / Kilometres of sealed local roads] x100</i>	95.88%	96.06%	98.49%	98.47%	No material variation.
Service cost					
Cost of sealed local road reconstruction <i>[Direct cost of sealed local road reconstruction / Square metres of sealed local roads reconstructed]</i>	\$30.69	\$19.51	\$44.51	\$48.20	Increase costs driven by increased materials and contractor costs.
Cost of sealed local road resealing <i>[Direct cost of sealed local road resealing / Square metres of sealed local roads resealed]</i>	\$5.07	\$3.80	\$5.95	\$5.56	Result reflects efficiencies obtained though works on large continuous areas, limited interruptions caused by reduced traffic flows.
Satisfaction					
Satisfaction with sealed local roads <i>[Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads]</i>	52.00	43.00	35.00	32.00	The decrease in the level of community satisfaction reflects the challenge with maintaining the road network in the face of financial and resource issues.
AQUATIC FACILITIES					
Service standard					
Health inspections of aquatic facilities <i>[Number of authorised officer inspections of Council aquatic facilities / Number of Council aquatic facilities]</i>	0.86	0.29	1.00	1.00	No material variation.
Service cost					
Cost of aquatic facilities <i>[Direct cost of aquatic facilities less income received / Number of visits to aquatic facilities]</i>	\$17.08	\$18.05	\$20.89	\$14.02	No COVID restrictions, increased lifeguard availability, minimal plant issues/ shutdowns and relatively good weather have allowed increased patronage.
Utilisation					
Utilisation of aquatic facilities <i>[Number of visits to aquatic facilities / Municipal population]</i>	1.34	1.68	1.50	1.93	An increase in lifeguard numbers, warmer weather and minimal plant issues have contributed to a 29% increase in visits to Council's aquatic facilities.

Service/Indicator/measure	Results 2021	2022	2023	2024	Material variations
MATERNAL AND CHILD HEALTH (MCH)					
Satisfaction					
Participation in 4-week Key Age and Stage visit <i>[Number of 4-week key age and stage visits / Number of birth notifications received] x100</i>	95.33%	100.56%	97.50%	95.86%	Participation rates (number of visits) can vary due to a number of reasons; this could be that the client is unable to make the appointment; relocation of client and/or the service is provided by another Council or client may chose not to engage with the MCH service.
Service standard					
Infant enrolments in the MCH service <i>[Number of infants enrolled in the MCH service (from birth notifications received) / Number of birth notifications received] x100</i>	101.25%	100.28%	100.28%	100.64%	Council maintains a consistently high enrolment of infants from Birth Notifications. Council's Maternal & Child Health Service actively seek to maintain communication with birth hospitals to ensure timely contact with families with new babies.
Service cost					
Cost of the MCH service <i>[Cost of the MCH service / Hours worked by MCH nurses]</i>	\$100.64	\$101.90	\$107.14	\$108.91	No material variation.
Participation					
Participation in the MCH service <i>[Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100</i>	83.18%	85.65%	83.38%	81.44%	Vulnerable families continue to be monitored to ensure they are engaged in Council's Maternal & Child Health Service.
Participation in the MCH service by Aboriginal children <i>[Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service] x100</i>	93.83%	93.67%	89.13%	91.01%	Council's Maternal & Child health Service continue to monitor and facilitate engagement of indigenous families. The service attend Cummeragunja on a monthly basis to develop relationships with the community and have provided support to immunisations sessions and other community events such as Dharnya Day.





Pillar 2:
**A Diverse and
Dynamic Economy**

Key achievements and projects delivered

2.01

We support new and existing business to grow and prosper

- Delivered a Business Hub program in Yarrawonga for members of the construction sector.
- Continued to offer support to local businesses including:
 - Using facilitators to provide business training across the shire, covering a range of topics including social media, websites, business development, cashflow and budgets, and Canva graphic design software.
 - Supporting businesses to transition and relocate to Moira Shire.
 - Supporting 17 new business start-up enquiries through our Better Approvals Program, as well as assisting with business expansion through our permit application and approval processes.
 - Assisting businesses with funding applications for business expansion.
- Issued regular newsletters to industry with updates, promotions and support.
- Hosted regular tourism industry networking events with local businesses.
- Organised a visit by farmers and providers to Katunga Fresh and Booths to look at energy innovations.
- Initiated a closer working relationship with Sandmount Farms (a major almond grower) and the Cobram and District Fruit Growers Association.
- Supported power upgrade funding and approvals for Thompsons Beach Kennedy Park to facilitate business and events.

2.02

We identify and provide shovel-ready projects in order to respond promptly to funding opportunities

- Developed a Terms of Reference and a multi-assessment criteria analysis for a Project Steering Committee and refreshed Council's business case template to ensure that projects are strategically aligned and deliverable before being included in Council's 10-year capital works plan. This process will also position Council to be more responsive to funding opportunities, should they arise.
- Continued to explore funding opportunities for a number of shovel ready projects.
- Received grant funding for the following projects:
 - Nathalia Education Precinct Pedestrian Crossing
 - Moira Shire Road Safety Strategy and Action Plan
 - Safe Local Roads and Streets Program
 - Cobram and Numurkah Resource Recovery Centre Resale Shops
 - Waaia Hardcourt Redevelopment Project
 - Cobram and Nathalia Open Library Project
 - Federal Blackspot Road Funding
 - Barmah Flood Plan Management Study
- Adopted Council's 2024/25 Annual Budget, which includes a pipeline of prioritised capital projects until 2027/28.



2.03

We develop and promote year-round tourism products, services and destinations

- Supported the delivery of the Katamatite Silo Art community project by providing grant and project management support. The project was launched in September 2023.
- Increased our network of Visitor Information Points (VIPs) to 34 within the region and two within the V-Line stations of neighbouring Councils – Greater Shepparton and Benalla Rural City.
- Re-accredited our Visitor Information Centre in Nathalia. This accreditation ensures visitors are confident in the quality standards and information being provided by our tourism staff, as well as allowing Council to be included in the wider tourism networking, conferencing and awards, to continually grow the services we provide and share ideas and achievements throughout the State.
- Designed, printed and distributed three new town maps (Cobram/Barooga, Numurkah, Nathalia/Barmah), a regional map, an updated silo art trail flyer, an updated Murray Farm Gate Trail brochure, an updated Nature Escape brochure and a brand-new Official Visitors' Guide.
- Re-established the Barmah Forest Heritage and Education Centre Advisory Committee to assist in the continual improvement and allow for greater community engagement and collaboration.
- Launched a tourism winter marketing campaign to support tourism operators over the non-peak period with promotions and advertising, which saw more than 100 businesses promoted over the winter period.
- Continued to support our local tourism organisations (i.e., Cobram Barooga Business and Tourism Development Inc., Nathalia Barmah Business and Tourism Inc., Numurkah Love Our Lifestyle Inc., and Yarrawonga Mulwala Tourism and Business Inc).
- Refreshed the Sun Country Tourism website to include new landing pages, interactive products and fresh imagery.
- Held the Dollar Discovery Weekend in July 2023 which continues to grow significantly, with 58 deals and 3,145 deals sold across the weekend. For the 2024 weekend, we developed an operator prospectus and secured 43 partner businesses.
- Hosted our inaugural Murray Farm Gate Trail Expo on 23 November 2023 for our local tourism, hospitality, or the food and beverage industry with approximately 100 attendees.
- Endorsed Wunghnu Recreation Reserve as a designated RV Friendly Destination.
- Submitted an application for the activation of Thompsons Beach to the Enabling Tourism Fund.
- Collaborated with Murray Regional Tourism and Campaspe Shire to secure and deliver the Murray Food and Drink Showcase Series, scheduled for August 2024 in Yarrawonga.
- Commenced the development of an Events Strategy.

2.04

We advocate for the provision of essential infrastructure including electricity supply, digital connectivity and transport services

- Developed and adopted the 2024-2025 Moira Shire Advocacy Plan to enable Council to be a voice for connecting the community with key government decision-makers. The plan will be used to work with the State and Federal Governments to secure investment in the region and encourage important reforms that will facilitate positive outcomes for the community.
- Assisted industry bodies in advocating against further water buybacks by the Commonwealth Government due to the expected negative impact on Moira communities to arise from the buybacks. Advocacy included involving local communities and participating in local media dialogue and media advertising opposing water buybacks.
- Participated in a Digital Connectivity Round Table Discussion with Berrigan Shire Council and NBN in October 2023 to understand the importance of digital connectivity in the region and to develop a Digital Plan.
- Worked with Telstra to inform the community of the closure of the 3G network.
- Analysed the recommendations of the Community Transport Survey undertaken May 2023. The survey was undertaken so that Council can understand how people without access to their own vehicle are managing their transport needs and what difficulties, if any, they are experiencing accessing activities that are part of community living and advocate for improved services.

2.05

We plan for sustainable growth and development which balances economic, environmental and social considerations

- Progressed with the Numurkah - Strathmerton Growth Corridor Land Use Strategy with the Discussion Paper for community consultation nearing completion. Council received funding through the Victorian Planning Authority Streamlining for Growth Fund towards the project.
- Processed 160 planning permit applications with an estimated cost of works of \$55M.
- Managed the subdivision of land process with over 100 subdivisions underway and the finalisation of subdivisions in the period providing for 200 new lots across the shire.
- Completed submission of Planning Scheme Amendment C93 to the Minister for approval. C93 updates the planning framework for Cobram, Nathalia, Numurkah and Yarrawonga and incorporates adopted strategic work into the Moira Planning Scheme.
- Implemented the Victorian Maternal and Child Health Student model to encourage stable service provision and succession planning.



Strategic indicators

The following statement reviews the performance of Council against the Council Plan including results achieved in relation to strategic indicators included in the Council Plan.

Indicator/measure	Result	Comments
By using the Local Government Community Satisfaction Survey we can measure our improvements in:	Sealed local roads	<p>Result this year was 32, down from 35 in the previous year.</p> <p>The decrease in the level of community satisfaction reflects the challenge with maintaining the road network in the face of financial and resource issues.</p>
	Lobbying on behalf of the community	<p>Result this year was 35, down from 38 in the previous year.</p>
By using the Local Government Performance Reporting Framework we can measure our improvements in:	Statutory Planning statistics	<p>While there has been an increase in the service cost (attributed to filling vacancies), there has been a 10.8% increase in planning applications decided in the required timeframes and a 26% reduction in the time taken to decide planning applications from the previous year.</p> <p>Further commentary and data is available in Pillar 2 - Service Performance Indicators.</p>
	Road Network statistics	<p>Further commentary and data is available in Pillar 1 - Service Performance Indicators.</p>
By using the various government tourism monitoring tools including Murray Regional Tourism we can measure our improvements in tourism promotion and visitors to the area.		<p>Total visitors to the area between April 2023 to March 2024 was 1.1million (an increase of 11.1% year on year).</p>

▲ Improved
 ▬ Stable
 ▼ Below expectation

Services

The following statement provides information in relation to the services funded in the 2023/24 budget and the persons or sections of the community who are provided the service.

Service areas	Description of Services provided	Net Cost
		Variance
		\$'000
Aerodrome	Operational management of the Yarrowonga Aerodrome used by general aviation industry.	169
		129
		(40)
Arts and Culture	Service committed to actively shaping the future for Moira residents through arts and culture activities and programs.	257
		311
		54
Building Control	To administer the legislative requirements of the Building Act, Building Regulations and associated Australian Standards in relation to building and related safety matters.	708
		731
		23
Business and Industry Development	This service supports the attractions, growth and innovation of existing and prospective businesses across the shire as well as providing training and development opportunities.	624
		762
		138
Planning	Undertakes statutory and strategic land use planning as well as enforcement of the planning scheme.	(667)
		978
		1,645
Tourism	This service supports our tourism sector through marketing, industry and product development.	723
		692
		(31)
Visitor Services	This service supports the visitor economy and our local tourism businesses and ensures visitors are aware of all our region has to offer.	357
		459
		102



Major initiatives

The following statement reviews the progress of Council in relation to major initiatives identified in the 2023/24 budget for the year.

Major Initiatives	Progress	Results and Highlights
Support arts and culture within the Shire by working with the four Art Hubs to support diverse events and activity across the Shire and continuing to implement Council's Arts and Culture Strategy 2020-2026.	Ongoing	Council continues to implement its Arts and Culture Strategy and work with the Creative Arts Hubs to deliver arts and culture events and programs across the Shire. The Hubs hosted successful workshops, exhibitions, performances, and markets. Council coordinated Hub networking days and training opportunities and worked with a number of groups to assist with public art projects.
Undertake key compliance works at the Yarrowonga Aerodrome taxiway.	Carried over	Design works commenced in 2023/24. These works are expected to be completed late 2024 with delivery of the widening of the taxiway early 2025.
Continue to deliver Council's adopted Tourism Plan to encourage increase visitations to the region.	Ongoing	Council is implementing its Tourism Plan 2022-2026 which guides future tourism activities and investments.
Support businesses to become Visitor Information Points across the Shire	Ongoing	There are now more than 40 businesses across the shire that have been supported to become Visitor Information Points
Continue to deliver the Goulburn Valley Designated Area Migration Agreement (DAMA) initiative with Greater Shepparton City Council and Campaspe Shire Council.	Ongoing	Under the DAMA (Designated Area Migration Agreement) in which Council is a partner, employers in the GV area who are experiencing skills and labour shortages can apply for endorsement to enter into a DAMA labour agreement. During the 2023/24 year two applications within the shire had been successfully made, resulting in 11 people filling positions across the shire.



Service performance indicators

The following statement provides the results of the prescribed service performance indicators and measures including explanation of material variations.

Service/Indicator/measure	Results 2021	2022	2023	2024	Material variations
STATUTORY PLANNING					
Timeliness					
Time taken to decide planning applications <i>[The median number of days between receipt of a planning application and a decision on the application]</i>	59.50	66.00	69.00	51.00	Improvements in timeliness follows a focus on recruitment for vacancies and improvements to process.
Service standard					
Planning applications decided within required timeframes <i>[(Number of regular planning application decisions made within 60 days) + (Number of VicSmart planning application decisions made within 10 days) / Number of planning application decisions made] x100</i>	58.99%	45.09%	62.87%	69.68%	Improvements in timeliness follows a focus on recruitment for vacancies and improvements to process.
Service cost					
Cost of statutory planning service <i>[Direct cost of statutory planning service / Number of planning applications received]</i>	\$923.26	\$956.90	\$1,199.68	\$1,346.69	Increase attributed to filling vacancies.
Decision making					
Council planning decisions upheld at VCAT <i>[Number of VCAT decisions that did not set aside Council's decision in relation to a planning application / Number of VCAT decisions in relation to planning applications] x100</i>	0.00%	66.67%	0.00%	100%	One VCAT decision occurred in this report period. The matter was resolved at mediation with consent orders issued.



Pillar 3:
**A Clean and Green
Environment**

Key achievements and projects delivered

3.01

We protect and advocate for our environment to sustain biodiversity and enhance riverine landscapes

- Continued to work with natural resource management agencies and the community to protect and advocate for our environment to sustain biodiversity and enhance riverine landscapes. Through the group of agencies, Council have provided feedback through stakeholder engagement at workshops and meetings including the Broken Boosey Catchment Management Network, Goulburn Broken Partnership Committee, Goulburn Broken Wetland advisory Group, Goulburn Broken Local Gov Biodiversity Reference Group, Municipal Catchment Coordinator Reference Group.
- Reviewed management plans, strategies and policies including:
 - Goulburn Broken Waterway Strategy 2014-2022
 - Shepparton Irrigation Region Land and Water Management Plan 2050, Seasonal Water Monitoring Proposals 24-25.
- Undertook four compliance investigations regarding the alleged removal of native vegetation, with one requiring action to be taken.
- Continued to monitor mosquito populations to identify high risk areas and disease activity.
- Conducted the Rural Tree Scheme which offers subsidised indigenous plants to rural landowners. An overwhelming response was received with 110 applications for the period which will see more than 13,000 trees grown and distributed to landowners.
- Reopened the Rural Tree Scheme for 2024/25. 2023/24 saw an uptake of over 13,000 trees grown and planted by Moira landowners.
- Continued to manage Council owned irrigation water accounts, ensuring water availability for council and community users.

- Planned, in partnership with Dutch Thunder Wildlife and the Department of Transport for the installation of wildlife awareness signs around Koonoomoo which will make drivers more aware of the wildlife moving through the area and reduce the number of wildlife deaths.
- Continued to work with the Department of Health and participate in the Victoria Arbovirus Disease Control Program.

3.02

We will be an environmentally sustainable organisation

- Planned for the development of Council's next Corporate Emissions Reduction Plan which will ensure we continue to adapt and lead by example in responding to climate change and reducing our carbon footprint.
- Continued to explore opportunities to improve environmental sustainability including investigating options such as Electric Vehicles and EV Charging for council fleet.
- Visited schools and community groups across the shire to provide information about sustainable programs and initiatives and advocate for their involvement in initiatives such as tree planting days, Plastic Free July and Clean up Australia Day.
- Attended markets and pop-up sessions to inform the community about upcoming kerbside changes, including the introduction of a kerbside glass bin and changes to kerbside collection frequency.
- Continued internally to advocate for better-practice sustainability options at Council events, including provision of compostable cutlery, crockery at Council events, promotion of Plastic-free July and promotion of state/country-wide sustainability events.
- Introduced of soft plastic collection points within the office.

3.03

We will achieve excellence and best practice in waste management

- Continued to implement our Waste Management and Services Strategy 2018-2027.
- Continued to plan for Cell 8 rehabilitation works at the Cobram Landfill.
- Planned for the commencement of a new waste collection and disposal contract from 1 November 2024.
- Secured \$438,393 in State Government funding to roll out the Kerbside Glass bin and for education and behaviour change for the community.
- Continued to liaise with EPA toward best-practice site management. Some topics included site cleanliness (litter fly control), cell fencing and capping, dust suppression and storage of combustible materials.
- Installed two permanent hydration stations at local recreation reserves to reduce usage and waste related to plastic water bottles.

3.04

We reduce waste to landfill with effective recycling and organic waste diversion systems

- Secured State Government grant funding to develop two resale sheds at Cobram and Numurkah, with implementation plans currently underway. These are set to open in September 2024.
- Implemented changes to acceptable materials at our Resource Recovery Centres (previously named transfer stations) to assist with receipt of unwanted materials, i.e., asbestos and loads greater than 2 cubic metres (Cobram only).
- Adopted a Kerbside transition plan, which includes the introduction of a kerbside glass collection and the change in frequency of kerbside landfill from weekly to fortnightly and kerbside organics from fortnightly to weekly.
- Introduced both soft plastic and textile/clothing drop-off points at our four main Resource Recovery Centres.





3.05

We will adapt and advocate for climate change and identify and respond to environmental challenges

- Progressed the Corporate Emissions Reduction Plan project with the review stage, project plan and seeking of seed funding to compliment Council's budget towards the Plan's completion.
- Engaged a consultant to progress development of an Integrated Water Management Plan to address irrigation water supply issues at Yarrawonga Showgrounds Victoria Park. This is a joint project between Department of Energy, Environment and Climate Action (DEECA), Council and North-East Water.
- Continued to attend meetings of the Goulburn Murray Climate Alliance (GMCA), which is a network of local government, catchment management, state government and alpine resort partners across the Goulburn and Upper Murray regions, responding and adapting to climate change through innovative projects and research.
- Undertook end of year corporate emissions reporting to identify our biggest generators of emissions.

3.06

Our natural and outdoor spaces will provide quality habitat for plants and animals as well as be places for people to enjoy

- Monitored and collected data on the flying fox community at Numurkah for DEECA.
- Continued to undertake plantings where appropriate.
- Monitored fauna at Kinnairds wetland and Moodies Swamp to contribute to Citizen Science data collation (DEECA).
- Provided waste management services for camping areas in order to protect the natural spaces.

3.07

We will work with floodplain management partners to improve the flood resilience of the catchment's people, infrastructure, land, water and biodiversity

- Participated in the Moira Shire Flood Recovery Plan following the October flood event and with key stakeholders and assisted Council's Flood Recovery Team with support to residents with waste management, natural environment concerns and the completion of the 2022 Flood Debrief Report.
- Partnered with Goulburn Catchment Management Authority through the Broken Partnership Team and associated committees to continue to work with other partners on catchment health. This has included providing feedback to planned environmental watering over the next 2-years.



Strategic indicators

The following statement reviews the performance of Council against the Council Plan including results achieved in relation to strategic indicators included in the Council Plan.

Indicator/measure	Result	Comments
By using the Local Government Performance Reporting Framework we can measure our improvements in:	Waste Collection Statistics	<p>▲</p> <p>In general Council's waste collection statistics have improved as Council continues to divert high amounts of waste from landfill and is minimising the amount of contamination and missed bins.</p> <p>Further commentary and data is available in Pillar 3 - Service Performance Indicators.</p>
	Contamination Rates in organic waste	<p>▬</p> <p>0.69% contamination rate in organic waste which is a slight increase on the previous year.</p> <p>Although contamination rates have increased slightly, they are still below the state average and the lowest in our region.</p>
	Quantity of Organic Waste Diverted	<p>▲</p> <p>3,831 tonnes of Organic Waste diverted, which is 36.79% of total waste collected from kerbside bins. This is an increase on the diversion rate from the previous year.</p>
	Reduction in Council CO2 emissions	<p>▲</p> <p>There has been a decrease in emissions of 1.1% across Council operations, specifically in landfill attributed to a lesser amount of tonnage being collected as part of our kerbside service.</p>

▲ Improved ▬ Stable ▼ Below expectation

Services

The following statement provides information in relation to the services funded in the 2023/24 budget and the persons or sections of the community who are provided the service.

Service areas	Description of Services provided	Net Cost
		Variance
		\$'000
Environmental Sustainability	Development of environmental policy, implementation of environmental projects and delivery of educational programs.	561
		685
		124
Kerbside Garbage Service	This service provides collection of kerbside garbage materials from households.	(508)
		331
		839
Landfill / Transfer Stations	Operational management of Council's landfill site at Cobram and nine transfer stations including monitoring to maintain environmental standards.	711
		(115)
		(826)
Natural Resources	Responds to planning and other referrals relating to natural resource management, including the joint management of Kinniaris Wetlands with other agencies.	83
		44
		(39)
Organic Waste Service	This service provides collection of kerbside organic waste materials from households.	204
		126
		(78)
Parks and Gardens	This program involves the maintenance and upgrade of Council's parks and gardens, reserves, town entrances and open spaces.	4,720
		4,881
		161
Recycling Service	This service provides collection of kerbside recyclable materials from households.	(320)
		(91)
		229
Street Cleaning and Bin Collection	The sweeping of kerb and channel on urban roads, parking areas, footpaths in CBD areas and main intersections, operates a garbage compactor to collect rubbish from street bins in CBD areas, park and recreation areas, road reserves and butt bins.	(16)
		(188)
		(172)



Major initiatives

The following statement reviews the progress of Council in relation to major initiatives identified in the 2023/24 budget for the year.

Major Initiatives	Progress	Results and Highlights
Continue to deliver Council's Environmental Sustainability Strategy 2022-2026.	In progress	<p>Implementation of Council's Environmental Sustainability Strategy 2022-2026 is underway. Progress on the strategy will be reported in the strategy's Annual Report Summary.</p> <p>Council staff are also working on the community engagement for the development of the new Sustainability Strategy, ensuring that the communities' areas of concern are captured.</p>
Upgrade Kennedy Park at Thompsons Beach Cobram to link existing pathways, and add new playground equipment, shade structures, park furniture and art installation.	In progress	Works are underway on the upgrade of Kennedy Park at Thompsons Beach Cobram.
Increased investment in our local parks, gardens, playgrounds and open space areas.	In progress	<p>Upgraded playgrounds at Thompsons Beach Cobram and Mivo Park Cobram.</p> <p>Tree planting has been undertaken in Kennedy Park Yarrowonga.</p>



Service performance indicators

The following statement provides the results of the prescribed service performance indicators and measures including explanation of material variations.

Service/Indicator/measure	Results 2021	2022	2023	2024	Material variations
WASTE COLLECTION					
Service standard					
Kerbside collection bins missed <i>[Number of kerbside garbage and recycling collection bins missed / Number of scheduled kerbside garbage and recycling collection bin lifts] x10,000</i>	1.02	0.59	0.95	1.32	The number represents 2.9 bins missed from over 40,000 collections per week.
Service cost					
Cost of kerbside garbage collection service <i>[Direct cost of the kerbside garbage bin collection service / Number of kerbside garbage collection bins]</i>	\$144.84	\$148.13	\$158.21	\$152.35	No material variation.
Cost of kerbside recyclables collection service <i>[Direct cost of the kerbside recyclables bin collection service / Number of kerbside recyclables collection bins]</i>	\$70.20	\$74.55	\$77.56	\$66.94	A change of processing facilities has reduced costs.
Waste diversion					
Kerbside collection waste diverted from landfill <i>[Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100</i>	56.98%	57.54%	55.58%	58.37%	Council undertook significant engagement as part of its Kerbside Transition Campaign, which involved directly talking to and answering resident's questions. This, plus additional education campaigns and social media posts around hard to dispose of waste materials, has led to a higher diversion of waste from landfill.



Pillar 4:
**Customer Focused
and Responsive**

Key achievements and projects delivered

4.01

The customer will be at the centre of Council's focus

- Continued the development of the Customer Experience Strategy by reviewing insights from customer feedback encompassing compliments, complaints and customer satisfaction survey results. The strategy is expected to be completed by the end of 2024.
- Prepared for the recruitment of a new Coordinator role to drive a customer-centric culture within the organisation.

4.02

Our systems, processes and use of technology will support efficient and secure business operations

- Completed an organisation wide upgrade to Office 365.
- Upgraded our document management system to the latest cloud enabled version with enhanced mobile capabilities for staff.
- Enhanced Council's IT backup and recovery systems to ensure adequate business continuity.
- Undertook independent penetration and vulnerability testing on systems to ensure they are correctly protected.
- Implemented a new network (SDWan) which enables Council to better control our IT footprint (in particular, less reliance single telco to manage our network), while providing network performance improvements, for the same amount we were paying for the previous network.
- Updated and tested Council's IT Disaster Recovery Plan.
- Updated Council's Cyber Security Incident Response Plan.
- Arranged a review of the configuration of our managed detection and response system, implementing all recommended changes.

4.03

Our service standards and service delivery models will be of a high standard and meet community needs

- Reviewed the Customer Service Standards that are in place to ensure that we are dealing with customers in a way that is consistent with the commitments made to the community through the Customer Service Charter.
- Continued to implement efficient customer service standards by implementing reports that monitor performance and adherence to these standards.
- Conducted a review of Council's Service Planning Framework Policy which will support Council to develop a clear understanding and agreement on the purpose, scope and desired outcomes of each service that is delivered to the community, consistent with Council's Strategic Objectives and long-term financial sustainability targets. The policy was adopted by Council on 24 July 2024.
- Closure of the Strathmerton Maternal Child Health Centre and reallocation of clients to either Numurkah or Cobram due to decreased service demands.

4.04

We support, appreciate and acknowledge the contribution made by volunteers

- Commenced development of a Volunteering Policy and accompanying procedures which to enable us to provide a holistic approach to community wellbeing, utilise the diverse range of skills within our community where appropriate, and provide individual benefits to a person's overall satisfaction.
- Supported Australia Day Awards celebrations in towns throughout the shire, recognising the hard work of volunteers – individuals and groups.
- Hosted the Moira STAR Achiever Awards, acknowledging the outstanding commitment of volunteers in our region through awards in five categories.
- Celebrated National Volunteer Week by highlighting the work of local volunteers, groups and organisations through social media, newsletters and corporate adverts.

4.05

We will be ready to activate, respond and assist in emergency management

- Represented Council at the Parliamentary Inquiry into the October 2022 Flood event on October 10, 2023, emphasising the significant impact of the flood on Moira.
- Reviewed and commenced implementations of the recommendations from an internal review of Council's Flood Recovery emergency response the review to improve our emergency response in the future.
- Developed and implemented 'The First 72 Hours Program' in partnership with Alpine Shire Council and in conjunction with the CFA, Victorian State Emergency Service, and Albury Wodonga Ethnic Communities Council. This Program assists the community in being prepared for an emergency event by making an Emergency Plan, having a back up of information, preparing a kit and staying informed.
- Reviewed, redeveloped and ensured Emergency Management structures and roles are well defined, understood and resourced. The combination of key on call/after-hours Emergency Management roles will see an internal uplift in capacity and capability at Council, thus improving our Emergency Management response and recovery actions.
- Commenced a comprehensive review of the Municipal Emergency Management Plan which is in its final stages.
- Reviewed the Municipal Fire Management Plan, which ensures a consistent approach to fire management within the shire and the continued work with a multi-agency sub committee committed to community safety and resilience.
- Commenced a review of Council's Business Continuity Plan, including the development of an overarching Business Continuity Management Policy, which will ensure that Council continues to be prepared to respond to business disruption events.

4.06

To provide, renew and maintain a diverse network of assets that are safe, efficient and accessible




- More than \$3 million invested in our local roads through road resealing and asphaltting, gravel road and shoulder re-sheeting.
- More than \$244,000 invested in kerb and channel renewals across the shire.
- More than \$246,000 invested in footpath renewals and \$241,000 in new footpaths.
- Completion of many to projects throughout the shire including:
 - New BBQ area at Jack Edwards Park, Barmah with a BBQ, shelter and the entrance that focus on accessibility for all.
 - Installation of 60kW solar system at Cobram Apex Stadium.
 - Painting of exterior of buildings at Invergordon Recreation Reserve.
 - Upgrade of septic system at Tungamah Recreation Reserve.
 - Painting of exterior of football clubrooms JC Lowe Oval Yarrowonga.
 - New fencing and entry to the north end of the Cobram Showgrounds.
 - Renewal of floor coverings at the Cobram Seniors Citizen building.
 - Upgrade of Air Handling Systems at Moira Shire Main Offices.
- Painting of the exterior of the amenities at Cobram Outdoor Pool.
- Update of septic system at the Yarroweyah Recreation Reserve.
- Upgrades at the Yarrowonga Cullens Road Boat Ramp including widening the boat ramp, widening the roads, resheeting roads and adding furniture.
- Upgrades at Apex Park Cobram, including carpark, drainage and landscaping.
- Upgraded lighting of Oval at the Numurkah Recreation.
- Toilet replacement at the Yarrowonga Showgrounds.
- Addition of new facilities and equipment at the Yarrowonga Splashpark.
- Power upgrade to Yarrowonga foreshore BBQ and splash park area.
- Continuing to progress the key renewal project with implementation of renewals at the recreation reserves underway.
- New playground installation at Kennedy Park, Thompsons Beach Cobram.
- Commencing maintenance of aquatic facilities maintenance for the upcoming summer season.
- Completion of Electric Line Clearing.
- Tree planting in Kennedy Park Yarrowonga.



Strategic indicators

The following statement reviews the performance of Council against the Council Plan including results achieved in relation to strategic indicators included in the Council Plan.

Indicator/measure	Result	Comments
By using the Local Government Community satisfaction Survey we can measure our improvements in:	Customer Service	<p>Result this year was 53, down from 54 in the previous year.</p> <p>Council is currently developing a Customer Experience Strategy and reviewing its Customer Service Standards.</p>
	Overall Performance	<p>Result this year was 38, down from 40 in the previous year.</p> <p>The 2024 Community Satisfaction Survey highlighted a decline in overall performance; however, positive improvements were recorded in Council's overall direction, with perceptions significantly improving in 2024, up 8 points from 2023.</p>
	Sealed local roads	<p>Result this year was 32, down from 35 in the previous year.</p>
By using the Moira Shire Annual Report we can measure our improvements in:	Number of services made easier to access by the community	<p>During the year Council implemented new online community engagement platform, Moira Matters. This is a community hub designed for sharing, connecting and influencing positive change.</p>
	Value and Retention of Council volunteers	<p>Council acknowledges the many community members that volunteer to assist Council to manage facilities and sit on various advisory committees and reference groups.</p> <p>Council recognises our volunteers annually, which includes recognition through Volunteer Week and opportunities to be nominated for Australia Day Awards and Community Achiever Awards.</p> <p>During the period Council commenced development of a Volunteering Policy and accompanying procedures which will to enable us to provide a holistic approach to the management of volunteers.</p>

 Improved
  Stable
  Below expectation

Services

The following statement provides information in relation to the services funded in the 2023/24 budget and the persons or sections of the community who are provided the service.

Service areas	Description of Services provided	Net Cost
		Actual Budget Variance \$'000
Animal Control	To provide for the administration and enforcement of legislation regulating domestic animals and livestock.	273
		303
		30
Asset Management	Management of Council's property and infrastructure assets and database, including design, construction and delivery of capital works projects.	4,382
		3,763
		(619)
Communications	Responsible for the management and provision of advice on external and internal communications, including management of Council's website and social media platforms.	623
		926
		303
Customer Experience	The Customer Experience team supports the organisation in resolving customer enquiries, lodging requests for service, operating the Call Centre, receipting payments, processing applications and managing the hire of various council facilities.	402
		664
		262
Emergency Management	To maintain preparedness and responsiveness and to implement recovery processes in the event of an emergency occurring within the municipality.	1,211
		126
		(1,085)
Environmental Health	This service undertakes inspections and registers premises in accordance with health and food legislation.	264
		205
		(59)
Fire Prevention	Implement actions as defined in the Municipal Fire Management Strategy in partnership with all stakeholders.	14
		18
		4
Service Centres	The Customer Experience team located at the Yarrowonga Service Centre.	151
		156
		5

Major initiatives

The following statement reviews the progress of Council in relation to major initiatives identified in the 2023/24 budget for the year.

Major Initiatives	Progress	Results and Highlights
Fenced off-leash areas.	Carried over	Carried over for delivery in the 2024/25 Budget.
Stage one of the Numurkah Flood Mitigation Project.	In progress	Council is about to start the procurement process for Stage 1 of the flood mitigation works in Numurkah. Two drop-in sessions were available for the community to discuss the design and implementation of Stage 1 with Council.
Cobram Township Flood Protection project.	In progress	Development of the Cobram East Levee is underway with models to be updated early 2024/25 and new options considered prior to developing the flood management report.



Service performance indicators

The following statement provides the results of the prescribed service performance indicators and measures including explanation of material variations.

Service/Indicator/measure	Results 2021	2022	2023	2024	Material variations
FOOD SAFETY					
Timeliness					
Time taken to action food complaints <i>[Number of days between receipt and first response action for all food complaints / Number of food complaints]</i>	1.17	1.00	1.00	1.13	No material variation.
Service standard					
Food safety assessments <i>[Number of registered class 1 food premises and class 2 food premises that receive an annual food safety assessment in accordance with the Food Act 1984 / Number of registered class 1 food premises and class 2 food premises that require an annual food safety assessment in accordance with the Food Act 1984] x100</i>	103.70%	100.00%	109.14%	100.00%	No material variation.
Food safety samples <i>[No of food samples obtained / Required number of food samples] x100</i>	New	New	New	104.92%	This is a new indicator introduced during the 2023/24 reporting period.
Health and safety					
Critical and major non compliance outcome notifications <i>[Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises] x100</i>	100.00%	100.00%	100.00%	100.00%	No material variation.
Service cost					
Cost of food safety service <i>[Direct cost of the food safety service / Number of food premises registered or notified in accordance with the Food Act 1984]</i>	\$435.27	\$370.51	\$403.25	\$444.33	No material variation.

Service/Indicator/measure	Results 2021	2022	2023	2024	Material variations
ANIMAL MANAGEMENT					
Timeliness					
Time taken to action animal requests <i>[Number of days between receipt and first response action for all animal management requests / Number of animal management requests]</i>	3.38	3.82	2.29	2.63	No material variation.
Service standard					
Animals reclaimed <i>[Number of animals reclaimed / Number of animals collected]</i>	29.52%	24.81%	25.50%	20.18%	Unfortunately, 28% of collected animals were surrendered by their owners which has negatively impacted the reclaim rate. Household financial pressures are often cited as the cause for surrendering animals.
Animals rehomed <i>[Number of animals rehomed / Number of animals collected] x100</i>	33.84%	21.45%	31.32%	49.17%	Availability of rehoming facilities have increased meaning more animals are rehomed.
Health and safety					
Animal Management prosecutions <i>[Number of successful animal management prosecutions / Number of animal management prosecutions] x100</i>	0.00%	0.00%	0.00%	0.00%	No prosecutions occurred in the reporting period.
Service cost					
Cost of animal management service per population <i>[Direct cost of the animal management service / Population]</i>	\$11.49	\$11.32	\$11.61	\$11.70	No material variation





Pillar 5:

Transparent and Accountable Governance



Key achievements and projects delivered

5.01

Our decisions will be evidence-based, financially viable, and for the longer term

- Adopted a Carry Forward Capital Works Policy on 22 May 2024, which provides a governance framework around Council's budget allocation to projects that are not delivered, ensuring re-prioritisation against other council projects.
- Adopted the 2024/25 Annual Budget on 26 June 2024, which includes forecast projections to 2027/28.
- Commenced a review of Council's 10 year Long Term Financial Plan.
- Implemented a financial reporting software tool to enhance the financial awareness of Council staff and improve budgeting and forecasting through dynamic financial reporting.

5.02

We will communicate effectively Council's role, capacity and achievements

- Developed our 2022/23 Annual Report in accordance with the *Local Government Act 2020* which details information about Council's role and achievements during the financial year. The Annual Report was adopted on 25 October 2023.
- Actively shared valuable community updates and information across our various social media platforms, including Facebook, Instagram, and LinkedIn. The Moira Shire Council Facebook Page has experienced growing engagement, accumulating 8,177 followers, an increase of more than 700 during the year.
- Distributed our Community Newsletter monthly by email to ensure residents stay well informed and up to date. During this period, more than 12,000 emails have been sent, with an open rate of 49%.
- Created a series of video content showcasing the diversity of services we offer, what our Council staff do day to day and how we support the community through various initiatives and programs, which are being shared through our social media platforms.
- Progressed the delivery of the recommendations in the Commission of Inquiry Report with 6 of the 8 recommendations now completed and planning continuing to address the final 2 through an action plan.
- Shared media releases with our networks to showcase Council's activities and achievements in the media.

5.03

We responsibly manage our business, health, and safety risks

- Developed and adopted a Risk Appetite Statement which forms part of the Moira Shire Council Risk Management Framework and determines the level of risk that Council is willing to accept in pursuit of its strategic objectives.
- Developed and adopted a Risk Management Plan that provides an operational framework to assist Council to manage the numerous risks it faces using consistent processes which can be applied to any Council activity.
- Conducted risk assessments to inform the development of a Strategic Risk Register.
- Engaged the services of an external auditor to deliver the audit of Council's financial management policies and practices, including procurement. This audit was in response to Recommendation Three of the Commission of Inquiry Report into Council.

5.04

We provide a safe, productive, and supportive workspace to foster ingenuity, diversity, and enthusiasm in our staff and councillors

- Developed and adopted an Administrator Code of Conduct on 27 September 2023.
- Rolled out a new Competency Framework, which established common standards of behaviour to guide the way we work and contribute to a positive workplace culture. The framework is based on our values of Respect, Honesty, Accountability and Integrity.
- Engaged staff to ascertain their views and thoughts on safety of the workplace through a Psychological Survey and participation in the Victorian Public Sector People Matter Survey. The results of the survey were used to conduct focus groups to get a thorough understanding of the psychological risks in the workplace. Following this an action plan was created. A working group has been formed to action all items aimed at improving the workplace safety and culture.
- Conducted an Organisational Restructure in response to the Commission of Inquiry to address staffing challenges and to attract new staff to increase the organisations capacity to deliver services.
- Endorsed a new Employee Code of Conduct on 12 June 2024.



5.05

We will be transparent, inclusive, responsive and accessible when engaging with the community

- Implemented a new online community engagement platform, Moira Matters to improve our engagement with the community.
- Conducted the first Community Catch Up in Numurkah that provided the community with an opportunity to meet the Panel of Administrators to discuss local issues.
- Enhanced the Public Question Time section of the Scheduled Council Meetings to provide the opportunity for people submitting their questions to speak during the meeting.
- Improved access to the Council Meeting Agenda by publishing the Agenda earlier than the 48 hours prescribed in the Governance Rules.
- Actively shared valuable community updates and information across our various social media platforms, including Facebook, Instagram, and LinkedIn.
- Distributed our Community Newsletter monthly by email to ensure residents stay well informed and up to date.

5.06

We will strive to provide a safe, compliant, and well-planned built environment based on a sound strategic platform

- Launched a new All Abilities Access and Inclusion Plan which outlines Council's commitment to promoting a more inclusive and accessible community and outlines the priorities of Council to improve access to the built environment, social connections and communication processes.
- Managed around 30 active Planning Enforcement cases to ensure compliance with the Moira Planning Scheme and Planning Permits.

5.07




We will support a safe and livable community through enforcement of local and state government regulations

- Developed and adopted a new Community Amenity Local Law 2023 in consultation with the community. Education was provided to residents about the new local law.
- Continued to implement the actions from our Domestic Animal Management Plan 2021-2025, with an annual review of the plan being completed and submitted during the period.
- Conducted an annual audit of Moira Shire's animal shelter (Domestic Animal Business) with some works being completed to achieve compliance with the relevant requirements of the *Domestic Animals Act 1994*.
- Commenced development of Standard Operating Procedures for the Animal Management Team and the Pound Operations.
- Increased community education through Council's website and social media pages resulting in a 9% decrease in Customer Requests relating to Animal Management.
- Completed the Animal Registration renewal process with 5,629 domestic animals registered throughout the municipality.
- Conducted Annual Fire Prevention Inspections to identify fire hazards on properties within Moira Shire, with a total of 319 Fire Prevention Notices issued by the end of the fire season.
- Commenced reviewing the results of the Fire Inspections for 2023/24 and working with property owners to ensure compliance prior to the next fire season.
- Ensured Footpath trading renewals occurred in line with Council's Community Amenity Local Law 2023.

Strategic indicators

The following statement reviews the performance of Council against the Council Plan including results achieved in relation to strategic indicators included in the Council Plan.

Indicator/measure	Result	Comments
By using the Local Government Community satisfaction Survey we can measure our improvements in:	Council Direction	<p>Result this year was 41, up from 33 in the previous year.</p> <p>Over the last 12 months, a significantly larger proportion of residents believe the direction of Council has improved.</p>
	Community Consultation and Engagement	<p>Result this year was 37, down from 41 in the previous year.</p> <p>Council implemented an online community engagement platform 'Moira Matters' in November 2023. This is a community hub designed for sharing, connecting and influencing positive change.</p>
By using the Local Government Performance Reporting Framework we can measure our improvements in:	Governance Statistics	<p>While there has been an improvement in the attendance rate at Council Meetings and increased transparency in decision making, all other governance indicators have declined.</p> <p><i>Note: Service costs have increased significantly</i></p>
	Animal Management Statistics	<p>Commentary and data is available in Pillar 4 - Service Performance Indicators.</p>
	Food Safety Statistics	<p>Food Safety statistics results remain consistent with previous years.</p> <p>Further commentary and data is available in Pillar 4 - Service Performance Indicators.</p>
	Financial performance statistics	Refer to the Performance Statement.
	Sustainable capacity statistics	Refer to the Performance Statement.
By using the Governance and Management Checklist, we can measure Council's compliance, while ensuring open and accountable reporting of Council's policies, plans and procedures, as well as Council's planning monitoring and reporting processes.		Refer to the Governance and Management checklist.

 Improved
  Stable
  Below expectation

Services

The following statement provides information in relation to the services funded in the 2023/24 budget and the persons or sections of the community who are provided the service.

Service areas	Description of Services provided	Net Cost
		Actual Budget Variance \$'000
Accounting Services	Financial based services to both internal and external customers responsible for financial management, control and reporting expenses.	2,033 (8,126) (10,159)
Contract Compliance	The systems used to manage the procurement and tendering processes of Council to ensure best value outcomes obtained. This includes the systems used to manage contracts in accordance with the agreed terms and conditions.	201 165 (36)
Fleet Management	To ensure appropriate plant and vehicles are available to meet service levels.	1,852 1,864 12
Governance	The processes used by Council to operate and control the administration, ethics and compliance of the organisation.	3,663 2,643 (1,020)
Help Desk	IT Help Desk provides 'break/fix' support for all IT systems and equipment including coordinating vendor support.	261 236 (25)
Information Technology Systems	Information Technology Services ensures Council's IT systems and equipment is properly maintained and working as required by the business including providing support for business system improvements, IT training and Geospatial Information System support.	2,554 2,461 (93)
Learning and Development	To continually improve the effectiveness of the organisation through employee education to support organisational goals and compliance requirements.	509 572 63
OH&S	Provide systems and support for a workplace, which is safe, so that the health and safety of our employees are not at risk.	1,242 1,198 (44)
Payroll	Deliver and administer the payroll function to the organisation and ensure that Council meets its legal, award and industrial obligations.	355 358 3
Records Management	Records Management is responsible for maintaining and supporting Council's Documents Management system and documents management practices within Council including the secure storage and retrieval of physical documents.	233 194 (39)
Recruitment	Attract and engage a diverse range of suitably qualified people to join our organisation.	1,132 502 (630)
Revenue and Property Services	Raising and collection of municipal rates and charges, maintenance of Council rating information and valuation of properties throughout the municipality.	71 146 75
Risk Management	Process proactively manage the risks that affect Council, includes the identification, assessment and prioritising of risks to ensure Council's operations maintained effectively.	208 316 108

Major initiatives

The following statement reviews the progress of Council in relation to major initiatives identified in the 2023/24 budget for the year.

Major Initiatives	Progress	Results and Highlights
Enforce our local laws and relevant legislation and regulations to ensure a safe and livable community.	Ongoing	Council continues to enforce our local laws and legislation such as the <i>Public Health and Wellbeing Act 2008</i> , <i>Environmental Protection Act 2017</i> , <i>Food Act 1984</i> and <i>Tobacco Act 1987</i> to ensure a safe and liveable community.
Improve community engagement and consultation.	Ongoing	Council implemented an online community engagement platform 'Moira Matters' in November 2023. This is community hub designed for sharing, connecting and influencing positive change.



Service performance indicators

The following statement provides the results of the prescribed service performance indicators and measures including explanation of material variations.

Service/Indicator/measure	Results 2021	2022	2023	2024	Material variations
GOVERNANCE					
Transparency					
Council resolutions at meetings closed to the public <i>[Number of Council resolutions made at ordinary or special meetings of Council, or at meetings of a special committee consisting only of Councillors, closed to the public / Number of Council resolutions made at ordinary or special meetings of Council or at meetings of a special committee consisting only of Councillors] x100</i>	7.69%	2.86%	3.74%	2.60%	Council continues to be transparent and consider reports in the public with 4 of the 154 Council resolutions made in the confidential sections of the meetings due to Employment and Contractual matters.
Consultation and engagement					
Satisfaction with community consultation and engagement <i>[Community satisfaction rating out of 100 with how Council has performed on community consultation and engagement]</i>	55.00	45.00	41.00	37.00	Being under Administration and with the introduction of the 'Moirra Matters' community engagement platform, there was an expectation in the development of the budget target that community perception of Council's consultation and engagement would improve. Council will continue to review its consultation and engagement processes, as well as feedback from community, to improve the performance of this metric in the future.
Attendance					
Council attendance at Council meetings <i>[The sum of the number of Councillors who attended each ordinary and special Council meeting / (Number of ordinary and special Council meetings) x (Number of Councillors elected at the last Council general election)] x100</i>	98.15%	96.58%	87.76%	97.92%	The Panel of Administrators continued to meet the requirements of attendance at Council meetings.

Service/Indicator/measure	Results 2021	2022	2023	2024	Material variations
GOVERNANCE (CONT.)					
Service cost					
Cost of elected representation <i>[Direct cost of the governance service / Number of Councillors elected at the last Council general election]</i>	\$37,520.56	\$39,578.22	\$55,352.00	\$265,723.00	These costs relate to the appointment of the Panel of Administrators in 2023 and the allowances determined by the Minister in comparison to allowances for elected members, as determined by the Victorian Independent Remuneration Tribunal.
Satisfaction					
Satisfaction with Council decisions <i>[[Community satisfaction rating out of 100 with how Council has performed in making decisions in the interest of the community]</i>	54.00	48.00	41.00	37.00	Council acknowledges the decrease in satisfaction this year and will expect to see an improvement in this indicator through the implementation of the Advocacy Plan and through increased community engagement activities.



Governance, Management and Other Information

Governance

The Moira Shire Council is constituted under the *Local Government Act 2020* to provide leadership for the good governance of the municipal district and the local community. Council has a number of roles including:

- Taking into account the diverse needs of the local community in decision-making
- Providing leadership by establishing strategic objectives and monitoring achievements
- Ensuring that resources are managed in a responsible and accountable manner
- Advocating the interests of the local community to other communities and governments
- Fostering community cohesion and encouraging active participation in civic life.

Council is committed to effective and sustainable forms of democratic and corporate governance as the key to ensuring that Council and its administration meet the community's priorities. The community has many opportunities to provide input into Council's decision-making processes including community meetings and public forums and the ability to make submissions to Council.

Council's formal decision-making processes are conducted through Council meetings. Council delegates the majority of its decision-making to Council staff. These delegations are exercised in accordance with adopted Council policies.

Meetings of Council

Council conducts open public meetings in the fourth week of each month (except where a public holiday is in the fourth week). Members of the community are usually welcome to attend these meetings and observe from the gallery. The meetings are also live streamed via Council's Facebook page and made available on Council's website.

For the 2023/24 year, Council held the following meetings:

- 12 Scheduled Council meetings
- 4 Unscheduled Council meetings (18 July 2023, 13 September 2023, 30 April 2024 and 9 May 2024)

The following table provides a summary of Administrator attendance at the Scheduled Council meetings and Unscheduled Council meetings during 2023/24.

Absence is recorded if the Administrator did not seek leave prior to the meeting.

Administrators	Scheduled Council Meeting	Unscheduled Council Meeting	Total
Administrator Tanner	11	4	15
Administrator Sheed	12	4	16
Administrator Emonson	12	4	16

Note: Administrator Tanner's appointment concluded on 9 June 2024.

Committees

Community Asset Committees

The *Local Government Act 2020* allows Councils to establish a Community Asset Committee for the purpose of managing a community asset in the municipal district.

The following table contains a list of the 21 Community Asset Committees established by the Council.

Community Asset Committees (at 30 June 2024)
Baulkamaugh Recreation Reserve
Cobram Scott Reserve
Floridan Park Recreation Reserve
Katamatite Recreation Reserve
Katunga Recreation Reserve and Community Centre
Koonoomoo Recreation Reserve
Picola Recreation Reserve
St James Recreation Reserve
Strathmerton Recreation Reserve
Tungamah Jubilee Park Recreation Reserve
Waaia Recreation Reserve
Wilby Racecourse and Recreation Reserve
Wunghnu Recreation Reserve
Yarrowonga JC Lowe Oval Reserve
Yarroweyah Recreation Reserve
Cobram Showgrounds Apex Reserve
Nathalia Showgrounds and Recreation Reserve
Numurkah Showgrounds Reserve
Yarrowonga Showgrounds Reserve / Victoria Park
Cobram Historical Precinct
Nathalia Historical Precinct

Delegated Committees

The Act allows Councils to establish one or more delegated committees consisting of:

- Councillors/Administrators
- Council staff
- Other persons
- Any combination of the above.

As at the 30 June 2024, Council did not have any delegated committees established.

Advisory Committees

Council has many established advisory committees to assist its understanding in specific interests and needs within the community. The committees are not decision-making bodies on behalf of Council but play a vital role in assisting more informed and inclusive decision making by Council.

As at 30 June 2024, the Administrator appointments to existing advisory committees include:

Committee	Administrator/s appointed
Moira Shire All Abilities Advisory Committee	<ul style="list-style-type: none"> • Administrator Tanner (until 22 May 2024) • Administrator Emonson
Moira Shire CEO Employment and Remuneration Advisory Committee	<ul style="list-style-type: none"> • Administrator Tanner (until 9 June 2024) • Administrator Emonson • Administrator Sheed
Moira Shire Council Audit and Risk Committee	<ul style="list-style-type: none"> • Administrator Tanner (until 9 June 2024) <i>Ex-officio member</i> • Administrator Emonson • Administrator Sheed
Moira Youth Council	<ul style="list-style-type: none"> • Administrator Tanner (until 9 June 2024) • Administrator Emonson • Administrator Sheed
Numurkah Flood Mitigation Implementation Committee	<ul style="list-style-type: none"> • Administrator Sheed
Upper Broken and Boosey Creek Flood Study Project Steering Committee	<ul style="list-style-type: none"> • Administrator Sheed

External Boards

As at the 30 June 2024, the following Administrators were also appointed by Council to represent Moira Shire on the following organisations:

Committee	Appointed Representatives
Goulburn Valley Regional Library Corporation Board	Administrator Sheed
Murray River Group of Councils	Administrator Emonson
Murray Darling Association Inc.	Administrator Sheed

Code of conduct

The *Local Government Act 2020* requires Councils to develop and approve a Councillor Code of Conduct within 4 months after each general election. This legislation also applies to the Administrators.

An Administrator Code of Conduct was adopted at a Scheduled Council Meeting held on 27 September 2023.

The Administrator Code of Conduct sets out the standards for conduct expected of Administrators for Council's period under administration is a key tool for guiding conduct and behavior.

The code included a pledge that the Administrators will work together in the best interests of the community and to discharge their responsibilities to the best of their ability and judgement. The pledge also includes a commitment to adhere to the conduct principles, values and behaviours outlined in the Code and work together constructively to achieve Moira's vision in a manner that is consistent with our core values. We are committed to the standards of conduct prescribed by the *Local Government (Governance and Integrity) Regulations 2020*.

In addition to this pledge, the code is set out in three parts:

- Working together and with the community.
- Standards of Conduct.
- Dispute Resolution.

Conflict of interest

Councillors and Administrators are required by legislation to act in the best interest of the community. This is a position of trust that requires them to act in the public interest. When a Council delegates its powers to a Council officer or a committee, the committee or officer also needs to act in the public interest.

A conflict of interest occurs when a personal or private interest might compromise the ability to act in the public interest. A conflict of interest exists even if no improper act results from it.

Council has a comprehensive procedure in place to accommodate the disclosure of a conflict of interest. Declaration of a conflict of interest is a standard agenda item for all Council and committee meetings.

While the procedures vary depending on the particular role and circumstances, in general they involve disclosing the relevant interests in a specific way and then stepping aside from the relevant decision-making process or from the exercise of the public duty. A register is maintained to record all disclosed conflict of interests.

During 2023/24, seven (7) conflicts of interest were declared at Scheduled and Unscheduled Council meetings.

Allowances

The Minister for Local Government sets the Administrator allowances.

The table below contains details of current allowances as at 30 June 2024.

Administrator	Allowance \$
Administrator Graeme Emonson PSM (Chair)	298,497
Administrator Suzanna Sheed AM	195,588
Administrator John Tanner AM (former Chair) <i>Up until 9 June 2024</i>	298,497

Expenses

In accordance with Section 40 of the Act, council is required to reimburse a Councillor or Administrator for expenses incurred whilst performing their duties. Council is also required to adopt and maintain a policy in relation to the reimbursement of these expenses. The policy provides guidance for the payment of reimbursements of expenses and the provision of resources, facilities and other support to the Mayor and Councillors to enable them to discharge their duties.

The table below outlines Administrator expenses for 2023/24.

Administrator	Motor Vehicle Expenses \$	Travel Expenses \$	Information and Communication Expenses \$	Accommodation Expenses \$	Total Expenses \$
Administrator Graeme Emonson PSM (Chair)	967	1,735	720	8,506	11,929
Administrator Suzanna Sheed AM		1,764	720	505	2,988
Administrator John Tanner AM (former Chair)	14,508		660	12,884	28,052
Total	15,475	3,499	2,100	21,895	42,968

Administrator Tanner assigned Council motor vehicle from 1 July 2023 to 9 June 2023, and Administrator Emonson from 10 June 2023 to 30 June 2023.

Note: No expenses were paid by council including reimbursements to members of council committees during the year.

Governance management

Council has implemented a number of statutory and better practice items to strengthen its management framework. Having strong governance and management frameworks lead to better decision making by Council. The Act requires Council to undertake an assessment against the prescribed Governance and Management Checklist and include this in its report of operations. Council's Governance and Management Checklist results are set out in the section below. The following items have been highlighted as important components of the management framework.

Audit and Risk Committee

The Audit and Risk Committee's role is to oversee and monitor the effectiveness of Council in carrying out its responsibilities for accountable financial management, good corporate governance, maintaining an effective system of internal control and risk management and fostering an ethical environment.

The Audit and Risk Committee consists of three independent members David Gunn (chair), Anthea Sloan & Stephen Lambert.

Independent members are appointed for a three-year term, with a maximum of two terms. The chair is elected from among the independent members.

The Audit and Risk Committee met seven times during 2023/24. The Internal Auditor, Chief Executive Officer, Chief Financial Officer, Acting Director Corporate, Manager Governance, Risk and Performance and Governance and Risk Coordinator attend the meetings. Other management representatives and staff attend as required to present reports. The external auditors attend as required each year to present the external audit plan, management letter and independent audit reports.

Recommendations from each Audit and Risk Committee meeting are subsequently reported to and considered by Council.

Internal audit

Council's internal audit function provides independent and objective assurance that the appropriate processes and controls are in place across Council. In April 2019, Council appointed AFS Chartered Accountants to provide internal audit services to Council for a period of four years.

In line with the Internal Audit program for 2023/24, the following reviews were conducted:

- Budgeting
- Human Resource Management
- Business Continuity Management and Disaster Recovery Planning
- Project Management
- Fraud Corruption Risk Management Framework
- Review of Credit Cards including data mining
- Lease Management
- Prior year closed findings follow up

The review process considers Council's Risk Management Framework, the Council Plan, the impact of any change on operations, systems or the business environment, prior audit coverage and outcomes, and management input.

The Internal Auditor attends each Audit and Risk Committee meeting to provide independent risk and financial commentary and to present findings of completed reviews.

All audit issues identified are risk rated and recommendations for improvement are assigned to responsible managers/officers and tracked in Council's Corporate and Performance Reporting System. Managers and officers provide quarterly status updates for consideration by the Executive Leadership Team then reported to the Audit and Risk Committee and Council.

A new Internal Auditor, RSD Audit Pty Ltd, has been appointed to deliver the Internal Audit Program from 2024 to 2028.

External audit

Council is externally audited by the Victorian Auditor-General with the external audit of Council's Financial Statements and Performance Statement conducted by the Victorian Auditor-General's representative. The external auditors attend as required to present the Annual Audit Plan and Independent Audit Report. The external audit management letter and responses are also provided to the Audit and Risk Committee.

Risk management

Council adopted its Risk Management Policy in October 2019 and its Fraud Prevention and Control Policy in May 2020, which form the basis of Council's Risk Management Framework together with:

- the corporate and fraud risk registers;
- Audit and Risk Committee Charter;
- Administrator and Employee Codes of Conduct; and
- a number of other instruments that direct Council's current risk management practices in accordance with ISO 31000 guidelines.

During 2023/24 as part of Council's Risk Management review project, Council developed a Risk Appetite Statement and revised Risk Management Plan. A review of Council's Risk Management Policy was also underway to ensure the policy was aligned with the intended direction of Council regarding risk management practices and with the newly developed Risk Appetite Statement and revised Risk Management Plan.

The Risk Management review project will continue in 2024/25, which will include finalising the Risk Management Policy review, development of new Strategic and Operational Risk Registers and reviewing Council's Fraud Prevention and Control Policy.

Governance and Management Checklist

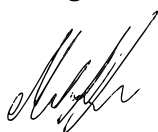
The following are the results in the prescribed form of Council's assessment against the prescribed governance and management checklist.

Governance and Management Items	Assessment
<p>Community Engagement Policy</p> <p>Policy under section 55 of the Act outlining Council's commitment to engaging with the community on matters of public interest.</p>	<p>✓ Adopted in accordance with section 55 of Act. Date of operation of current policy: 24 May 2023</p>
<p>Community Engagement Guidelines</p> <p>Guidelines to assist staff to determine when and how to engage with the community.</p>	<p>✓ Community Engagement Framework Date of operation: 27 April 2022</p>
<p>Financial Plan</p> <p>Plan under section 91 of the Act outlining the financial and non-financial resources required for at least the next 10 financial years.</p>	<p>✓ Adopted in accordance with Section 91 of the Act. Date adopted: 23 June 2021</p>
<p>Asset Plan</p> <p>Plan under section 92 of the Act that sets out the asset maintenance and renewal needs for key infrastructure classes for at least the next 10 years.</p>	<p>✓ Adopted in accordance with Section 92 of the Act. Date adopted: 22 June 2022</p>
<p>Revenue and Rating Plan</p> <p>Plan under section 93 of the Act setting out the rating structure of Council to levy rates and charges.</p>	<p>✓ Adopted in accordance with Section 93 of the Act. Date adopted: 23 June 2021</p>
<p>Annual Budget</p> <p>Plan under section 94 of the Act setting out the services to be provided and initiatives to be undertaken during the budget year and the funding and other resources required.</p>	<p>✓ Adopted in accordance with section 94 of the Act. Date adopted: 26 June 2024</p>
<p>Risk Management Policy</p> <p>Policy outlining Council's commitment and approach to minimising the risks to Council's operations.</p>	<p>✓ Policy Date of commencement of current policy: 23 October 2019</p>
<p>Fraud Prevention and Control policy</p> <p>Policy outlining Council's commitment and approach to minimising the risk of fraud.</p>	<p>✓ Policy Date of operation of current policy: 27 May 2020</p>
<p>Municipal Emergency Management Plan</p> <p>Participation in meetings of the Municipal Emergency Management Committee.</p>	<p>✓ Meeting: 3 November 2023 6 December 2023 1 February 2024</p>

Governance and Management Items	Assessment
<p>Procurement Policy</p> <p>Policy under section 108 of the Act outlining the principles, processes and procedures that will apply to all purchases of goods and services by the Council.</p>	<p>✓ Prepared and approved in accordance with section 108 of the Act.</p> <p>Date adopted: 27 October 2021</p>
<p>Business Continuity Plan</p> <p>Plan setting out the actions that will be undertaken to ensure that key services continue to operate in the event of a disaster.</p>	<p>✓ Business Continuity Plan</p> <p>Date of Approval: 23 January 2018</p> <p>A revised Business Continuity Management system is currently under review and development including a Policy and Plan.</p>
<p>Disaster Recovery Plan</p> <p>Plan setting out the actions that will be undertaken to recover and restore business capability in the event of a disaster.</p>	<p>✓ Plan</p> <p>Date of operation of the current plan: 22 May 2018</p> <p>Updated: 23 March 2024</p>
<p>Complaint Policy</p> <p>Policy under section 107 of the Act outlining Council's commitment and approach to managing complaints.</p>	<p>✓ Policy</p> <p>Date of commencement of current policy: 15 December 2021</p>
<p>Workforce Plan</p> <p>Plan outlining Council's commitment and approach to planning the current and future workforce requirements of the organisation.</p>	<p>✓ Plan</p> <p>Date of operation of the current plan: December 2021</p>
<p>Payment of rates and hardship policy</p> <p>Policy outlining Council's commitment and approach to assisting ratepayers experiencing financial hardship or difficulty paying their rates.</p>	<p>✓ Policy</p> <p>Date of commencement of current policy: 25 September 2019</p>
<p>Risk Management Framework</p> <p>Framework outlining Council's approach to managing risks to the Council's operations.</p>	<p>✓ Council adopted a new Risk Appetite Statement on 27 September 2023 and revised Risk Management Plan on 22 May 2024.</p> <p>A revised Risk Management Policy and Strategic Risk Register are currently being developed.</p> <p>The Audit and Risk Committee Charter has been reviewed.</p>
<p>Audit and Risk Committee</p> <p>See sections 53 and 54 of the Act.</p>	<p>✓ Established in accordance with section 53 of the Act.</p> <p>Date of establishment: 27 May 2020</p>
<p>Internal Audit</p> <p>Independent accounting professionals engaged by the Council to provide analyses and recommendations aimed at improving Council's governance, risk and management controls.</p>	<p>✓ Engaged</p> <p>Date of engagement of current provider: 8 April 2024</p>
<p>Performance reporting framework</p> <p>A set of indicators measuring financial and non-financial performance, including the performance indicators referred to in section 98 of the <i>Local Government Act 2020</i>.</p>	<p>✓ Framework</p> <p>Date of operation of current framework: 10 December 2019</p>

Governance and Management Items	Assessment
<p>Council Plan Reporting</p> <p>Report reviewing the performance of the Council against the Council Plan, including the results in relation to the strategic indicators, for the first six months of the financial year.</p>	<p>✓ Report</p> <p>Report prepared: 27 March 2024</p>
<p>Quarterly Budget Reports</p> <p>Quarterly statements to Council under section 97(1) of the <i>Local Government Act 2020</i> comparing actual and budgeted results and an explanation of any material variations.</p>	<p>✓ Annual Report: 25 October 2023</p> <p>Quarterly Statements: 25 October 2023 28 February 2024 24 April 2024</p>
<p>Risk Reporting</p> <p>Six-monthly reports of strategic risks to Council's operations, their likelihood and consequences of occurring and risk minimisation strategies.</p>	<p>✓ Minutes: 20 July 2023 19 October 2023 9 May 2024</p> <p>As at 30 June 2024, development of a new Strategic Risk Register was underway.</p>
<p>Performance Reporting</p> <p>Six-monthly reports of indicators measuring the results against financial and non-financial performance, including performance indicators referred to in section 98 of the <i>Local Government Act 2020</i>.</p>	<p>✓ Annual report: 25 October 2023</p> <p>Six monthly report: 27 March 2024</p>
<p>Annual Report</p> <p>Annual report under sections 98, 99 & 100 of the <i>Local Government Act 2020</i> containing a report of operations and audited financial and performance statements.</p>	<p>✓ Considered at meeting of Council in accordance with section 100 of the <i>Local Government Act 2020</i></p> <p>Date considered: 25 October 2023</p>
<p>Councillor Code of Conduct</p> <p>Code under section 139 of the Act setting out the conduct principles and the dispute resolution processes to be followed by Councillors.</p>	<p>✓ Reviewed and adopted in accordance with section 139 of the Act.</p> <p>Date adopted: 27 September 2023</p>
<p>Delegations</p> <p>Documents setting out the powers, duties and functions of Council and the Chief Executive Officer that have been delegated to members of staff in accordance with sections 11 and 47 of the Act.</p>	<p>✓ Reviewed in accordance with section 11(7) of the Act.</p> <p>Date of review: 8 April 2024</p>
<p>Meeting Procedures</p> <p>Governance Rules under section 60 of the Act governing the conduct of meetings of Council and delegated committees.</p>	<p>✓ Governance Rules adopted in accordance with section 60 of the Act.</p> <p>Date adopted: 26 October 2020</p> <p>Revised: 24 August 2022</p>

I certify that this information presents fairly the status of Council's governance and management arrangements.



Matthew Morgan
Chief Executive Officer
Dated: 14 October 2024



Graeme Emonson PSM
Panel Chair
Dated: 14 October 2024

Statutory Information

The following information is provided in accordance with legislative and other requirements applying to Council.

Documents available for public inspection

In accordance with Council's Public Transparency Policy the following documents are available on Council's website or for public inspection at Moira Shire Council Office, 44 Station Street, Cobram:

- Council meeting agendas and minutes other than those relating to part of meeting closed to the public;
- Report from Advisory Committees to Council;
- Audit and Risk Committee Performance Reporting;
- Terms of reference or charters for Advisory Committees;
- Register of gifts, benefits and hospitality offered to Councillors/Administrators or Council Staff;
- Register of travel undertaken by Councillors/Administrators or Council Staff;
- Register of Conflicts of Interest disclosed by Councillors/Administrators or Council Staff;
- Submissions made by Council to State or Federal processes;
- Register of donations and grants made by Council;
- Register of leases entered into by Council, as lessor and lessee;
- Register of Delegations;
- Register of Authorised Officers;
- Register of Election campaign donations;
- Summary of Personal Interests;
- Any other Register or Records required by legislation or determined to be in the public interest.

Contracts

A Procurement Plan for contracts greater than \$150,000 exclusive of GST is prepared and determines several critical aspects to ensure the procurement process is effective, transparent, and compliant with Council's policy requirements. These aspects may include:

- Procurement Objectives: Identifying the specific needs and objectives the procurement aims to address.
- Scope and Specifications: Clearly defining the scope of work, goods, or services required, including detailed specifications, standards and contract term.
- Budget and Cost Estimates: Establishing the budget and funding sources.
- Procurement Method: Deciding on the appropriate procurement method based on the contract value and complexity.
- Evaluation Criteria: Setting clear and transparent criteria for evaluating submissions.
- Market Analysis: Deciding the approach to market and advertising mediums to be used.
- Compliance and Governance: Ensuring the procurement process complies with relevant laws, regulations, and council policies.

Council issued 47 tenders in 2023/24, covering the following service categories:

- capital and infrastructure works.
- plant and equipment purchases.
- consultancy and other work .
- operational services.
- maintenance services.
- waste services.

Council did not enter any other contracts values at \$150,000 exclusive of GST or more without engaging in a competitive process.

Disability Action Plan

In accordance with section 38 of the *Disability Act 2006*, Council must report on the implementation of the Disability Action Plan in its Annual Report.

An All Abilities Advisory Committee has been established and includes representatives from various community organisations as well as individuals with lived experience or in a support role. The Committee meet quarterly and continue to work on identifying priorities and progressing actions.

In consultation with the committee a new All Abilities Access and Inclusion Plan was developed. The new plan was endorsed by Council on 25 October 2023.

Food Act Ministerial Directions

In accordance with section 7E of the *Food Act 1984*, Council is required to publish a summary of any Ministerial Directions received during the financial year in its annual report.

No such Ministerial Directions were received by Council during the financial year.

Domestic Animal Management Plan

In accordance with the *Domestic Animals Act 1994* (“the Act”), Council is required to prepare a Domestic Animal Management Plan at four yearly intervals and evaluate its implementation in the annual report.

Council adopted a 4-year Domestic Animal Management Plan for the period 2021-2025 at the Scheduled Council Meeting held on 27 October 2021. The plan addresses all the requirements of Section 68A of the Act.

Council continues their partnership with various animal rescue groups via 84Y agreements in rehoming suitable dogs and cats. In addition, Council advertises with the various local media groups to encourage local pet adoption.

2023/24 Domestic Animal Management activity at 30 June 2024

	Dogs	Cats
Impounded	198	252
Claimed/returned to owner	76	15
Rehoused	65	112
Euthanised Aggressive/unsuitable	48	112
In pound/foster care	11	31
Stolen	0	0
Died in pound/foster care (old age/illness)	0	0

Note - Feral cats are not included in these stats.

Freedom of Information

In accordance with section 7(4AA)(a) and 7(4AA)(b) of the *Freedom of Information Act 1982*, Council is required to publish certain statements in their annual report or separately such as on its website, concerning its functions and information available. Council has chosen to publish the statements separately however provides the following summary of the application and operation of the *Freedom of Information Act 1982*.

Access to documents may be obtained through written request to the Freedom of Information Officer, as detailed in section 17 of the *Freedom of Information Act 1982* and in summary as follows:

- it should be in writing.
- it should identify as clearly as possible which document is being requested.
- it should be accompanied by the appropriate application fee (the fee may be waived in certain circumstances).

Requests for documents in the possession of Council should be addressed to the Freedom of Information Officer. Requests can also be lodged online or by email.

Access charges may also apply once documents have been processed and a decision on access is made (e.g. photocopying and search charges).

Further information regarding FOI can be found at www.foi.vic.gov.au and at www.moira.vic.gov.au.

Public interest disclosure procedures

In accordance with section 69 of the *Public Interest Disclosure Act 2012* a council must include in their annual report information about how to access the procedures established by the council under Part 9 of that Act. It is also required to provide certain information about the number and types of protected disclosures complaints investigated during the financial year.

The *Public Interest Disclosure Act 2012* aims to ensure openness and accountability in government by encouraging people to disclose improper conduct within the public sector and provide protection for people who make disclosures.

Procedures on how to make a disclosure are publicly available from Council's website.

Under Moira Shire Council's procedures, individuals are encouraged to make disclosures directly to IBAC. IBAC then determines whether the disclosure comes under the scope of the Act and may commence investigation of the matter at which point Council may be advised of a disclosure. If the matters do not meet the scope of Act, the individual may be advised to raise the matter under alternative workplace provisions.

During the reporting period, IBAC did not advise Council of any public interest disclosures.

Road Management Act Ministerial Direction

In accordance with section 22 of the *Road Management Act 2004*, Council must publish a copy or summary of any Ministerial direction in its annual report.

No such Ministerial Directions were received by Council during the financial year.

Infrastructure and development contributions

In accordance with section 46GM and 46QD of the *Planning and Environment Act 1987*, a Council that is a collecting or development agency must prepare and give a report to the Minister for Planning on infrastructure and development contributions including levies and works in kind. The report must be published in a Council's Annual Report.

In 2023/24 Council had no infrastructure and development contributions.

Performance Statement

For the year ended 30 June 2024

Certification of the Performance Statement

In my opinion, the accompanying performance statement has been prepared in accordance with the *Local Government Act 2020* and the *Local Government (Planning and Reporting) Regulations 2020*.



Beau Mittner CA
Principal Accounting Officer
Dated: 14 October 2024

In our opinion, the accompanying performance statement of the Moira Shire Council for the year ended 30 June 2024 presents fairly the results of council's performance in accordance with the *Local Government Act 2020* and the *Local Government (Planning and Reporting) Regulations 2020*.

The performance statement contains the relevant performance indicators, measures and results in relation to service performance, financial performance and sustainable capacity.

At the date of signing, we are not aware of any circumstances that would render any particulars in the performance statement to be misleading or inaccurate.

We have been authorised by the council and by the *Local Government (Planning and Reporting) Regulations 2020* to certify this performance statement in its final form.



Dr Graeme Emonson PSM
Chair Administrator
Dated: 14 October 2024



Suzanna Sheed AM
Administrator
Dated: 14 October 2024



Matthew Morgan
Chief Executive Officer
Dated: 14 October 2024

Independent Auditor's Report

To the Administrators of Moira Shire Council

<p>Opinion</p>	<p>I have audited the accompanying performance statement of Moira Shire Council (the council) which comprises the:</p> <ul style="list-style-type: none"> • description of municipality for the year ended 30 June 2024 • service performance indicators for the year ended 30 June 2024 • financial performance indicators for the year ended 30 June 2024 • sustainable capacity indicators for the year ended 30 June 2024 • other information and • certification of the performance statement. <p>In my opinion, the performance statement of Moira Shire Council in respect of the year ended 30 June 2024 presents fairly, in all material respects, in accordance with the performance reporting requirements of Part 4 of the <i>Local Government Act 2020</i> and Local Government (Planning and Reporting) Regulations 2020.</p>
<p>Basis for Opinion</p>	<p>I have conducted my audit in accordance with the <i>Audit Act 1994</i> which incorporates the Australian Standards on Assurance Engagements. I further describe my responsibilities under that Act and those standards in the <i>Auditor's Responsibilities for the Audit of the performance statement</i> section of my report.</p> <p>My independence is established by the <i>Constitution Act 1975</i>. My staff and I are independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 <i>Code of Ethics for Professional Accountants</i> (the Code) that are relevant to my audit of the performance statement in Victoria. My staff and I have also fulfilled our other ethical responsibilities in accordance with the Code.</p> <p>I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.</p>
<p>Administrators' responsibilities for the performance statement</p>	<p>The Administrators are responsible for the preparation and fair presentation of the performance statement in accordance with the performance reporting requirements of the <i>Local Government Act 2020</i> and the Local Government (Planning and Reporting) Regulations 2020 and for such internal control as the Administrators determines is necessary to enable the preparation and fair presentation of a performance statement that is free from material misstatement, whether due to fraud or error.</p>

Auditor's responsibilities for the audit of the performance statement

As required by the *Audit Act 1994*, my responsibility is to express an opinion on the performance statement based on the audit. My objectives for the audit are to obtain reasonable assurance about whether the performance statement as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Standards on Assurance Engagements will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the decisions of users taken on the basis of this performance statement.

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

- identify and assess the risks of material misstatement of the performance statement, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the council's internal control
- evaluate the overall presentation, structure and content of the performance statement, including the disclosures, and whether performance statement represents the underlying events and results in a manner that achieves fair presentation.

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



Travis Derricott
as delegate for the Auditor-General of Victoria

MELBOURNE
18 October 2024

Description of municipality

Moira Shire is located in the Hume region of Victoria and stretches from Bundalong in the east to the Barmah National Park to the west. The Shire's northern boundary is defined by the Murray River and the south-west, southern and south east regions share boundaries with the municipalities of Campaspe, Greater Shepparton, Benalla, Wangaratta and Indigo. Moira is centrally located to the regional cities of Shepparton, Wangaratta and Albury-Wodonga.

Moira Shire Covers an area of 4,045 square kilometres and has a current population of 30,522 residents (2021 Census) and includes four major towns; Cobram, Nathalia, Numurkah and Yarrawonga and 22 smaller communities.

The economic strengths of the Moira Shire include intensive irrigated agricultural production, associated food processing industries and tourism. The Shire is home to a variety of agricultural industries including horticulture, cereal, oilseed, livestock and dairy production.

Service Performance Indicators

For the year ended 30 June 2024

Service / indicator / measure	RESULTS					Comments
	2021 Actual	2021 Actual	2023 Actual	2024 Target as per budget	2024 Actual	
AQUATIC FACILITIES						
Utilisation						
Utilisation of aquatic facilities <i>[Number of visits to aquatic facilities / Municipal population]</i>	1.34	1.68	1.50	2.42	1.93	An increase in lifeguard numbers, warmer weather and minimal plant issues have contributed to a 29% increase in visits to Council's aquatic facilities.
ANIMAL MANAGEMENT						
Health and safety						
Animal management prosecutions <i>[Number of successful animal management prosecutions / Number of animal management prosecutions] x 100</i>	0.00%	0.00%	0.00%	100.00%	0.00%	No prosecutions occurred in this reporting period.
FOOD SAFETY						
Health and safety						
Critical and major non-compliance outcome notifications <i>[Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises] x100</i>	100.00%	100.00%	100.00%	100.00%	100.00%	No material variation.
GOVERNANCE						
Satisfaction						
Satisfaction with community consultation and engagement <i>[Community satisfaction rating out of 100 with the consultation and engagement efforts of Council]</i>	55	45	41	47	37	In the development of the budget target, there was an expectation that community perception of Council's consultation and engagement would improve through new initiatives such as the Moira Matters community engagement platform. Council will continue to review its consultation and engagement processes, as well as feedback from the community, to improve the performance of this metric in the future.

Service / indicator / measure	RESULTS				2024 Actual	Comments
	2021 Actual	2021 Actual	2023 Actual	2024 Target as per budget		
LIBRARIES						
Participation						
Library membership <i>[Percentage of the population that are registered library members] x100</i>	N/A	N/A	N/A	N/A	26.52%	New indicator introduced in the 2023/24 reporting period. Previously the metric considered 'active library borrowers', now the metric is based on 'library members'.
MATERNAL AND CHILD HEALTH						
Participation						
Participation in the MCH service <i>[Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100</i>	83.18%	85.65%	83.38%	82.32%	81.44%	Vulnerable families continue to be monitored to ensure they are engaged in Council's Maternal and Child Health Service.
Participation in the MCH service by Aboriginal children <i>[Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service] x100</i>	93.83%	93.67%	89.13%	94.18%	91.01%	Council's Maternal and Child Health Service continue to monitor and facilitate engagement of indigenous families. The service attend Cummeragunja on a monthly basis to develop relationships with the community and have provided support to immunisations sessions and other community events such as Dharmya Day.
ROADS						
Condition						
Sealed local roads below the intervention level <i>[Percentage of sealed local roads that are below the renewal intervention level set by Council and not requiring renewal]</i>	95.88%	96.06%	98.49%	97.00%	98.47%	No material variation.
STATUTORY PLANNING						
Service standard						
Planning applications decided within the relevant required time <i>[Percentage of planning application decisions made within the relevant required time]</i>	58.99%	45.09%	62.87%	66.00%	69.68%	Improvements in timeliness follows a focus on recruitment for vacancies and improvements to process.
WASTE COLLECTION						
Waste diversion						
Kerbside collection waste diverted from landfill <i>[Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100</i>	59.98%	57.44%	55.58%	57.00%	58.37%	Council undertook significant engagement as part of its Kerbside Transition Campaign, which involved directly talking to and answering resident's questions. This, plus additional education campaigns and social media posts around hard to dispose of waste materials, has led to a higher diversion of waste from landfill.

Financial Performance Indicators

For the year ended 30 June 2024

Dimension / indicator / measure	2021 Actual	2022 Actual	2023 Actual	2024 Target as per budget	2024 Actual
EFFICIENCY					
Expenditure level					
Expenses per property assessment <i>[Total expenses / Number of property assessments]</i>	\$3,288.41	\$3,280.43	\$3,497.89	\$3,829.00	\$4,054.62
Revenue level					
Average rate per property assessment <i>[General rates and Municipal charges / Number of property assessments]</i>	\$1,731.54	\$1,761.07	\$1,792.79	\$1,851.00	\$1,855.96
LIQUIDITY					
Working capital					
Current assets compared to current liabilities <i>[Current assets / Current liabilities] x100</i>	259.88%	346.04%	330.43%	321.00%	288.36%
Unrestricted cash					
Unrestricted cash compared to current liabilities <i>[Unrestricted cash / Current liabilities] x100</i>	208.08%	285.73%	189.29%	163.81%	131.85%
OBLIGATIONS					
Loans and borrowings					
Loans and borrowings compared to rates <i>[Interest and principle repayments on Interest bearing loans and borrowings / Rate revenue] x100</i>	2.23%	1.97%	1.20%	16.40%	3.30%
Loans and borrowings repayments compared to rates <i>[Interest and principal repayments on interest bearing loans and borrowings / Rate revenue] x100</i>	1.80%	1.64%	0.73%	0.30%	0.32%
Indebtedness					
Non-current liabilities compared to own source revenue <i>[Non-current liabilities / Own source revenue] x100</i>	30.30%	28.94%	21.99%	40.30%	20.28%

2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	Material variations and comments
\$4,030.43	\$4,024.02	\$4,098.92	\$4,151.57	Result impacted by higher depreciation charge of non-current assets in 2023/24 following large asset valuation movements over the past two years.
\$1,935.65	\$1,976.56	\$2,005.81	\$2,028.90	Result in-line with the Victorian Government's 2023/24 rate cap.
351.83%	285.90%	270.46%	233.12%	Lower cash and investments balance due to the Commonwealth Government Financial Assistance Grant previously received in advance, not received until July 2024.
173.78%	154.71%	145.83%	105.40%	Lower cash and investments balance due to the Commonwealth Government Financial Assistance Grant previously received in advance, not received until July 2024.
8.38%	20.75%	18.44%	16.18%	New borrowings to fund construction of the Yarrowonga Library precinct and Yarrowonga Multi Sport stadium originally budgeted in 2023/24 to be progressively drawn down over future years.
0.49%	1.25%	2.73%	2.67%	New borrowings to fund construction of the Yarrowonga Library precinct and Yarrowonga Multi Sport stadium originally budgeted in 2023/24 to be progressively drawn down over future years.
22.08%	29.85%	27.00%	24.71%	Result reflects positive impact of higher interest income from investments and recognition of assets not previously included in accounts.

Dimension / indicator / measure	2021 Actual	2022 Actual	2023 Actual	2024 Target as per budget	2024 Actual
OBLIGATIONS (CONT.)					
Asset renewal and upgrade					
Asset renewal and upgrade compared to depreciation <i>[Asset renewal and upgrade expense / Asset depreciation] x100</i>	100.48%	106.15%	97.89%	209.00%	70.65%
OPERATING POSITION					
Adjusted underlying result					
Adjusted underlying surplus (or deficit) <i>[Adjusted underlying surplus (deficit) / Adjusted underlying revenue] x100</i>	2.91%	11.48%	11.75%	-4.20%	-24.59%
STABILITY					
Rates concentration					
Rates compared to adjusted underlying revenue <i>[Rate revenue / Adjusted underlying revenue] x100</i>	65.02%	60.55%	57.88%	65.50%	72.82%
Rates effort					
Rates compared to property values <i>[Rate revenue / Capital improved value of rateable properties in the municipality] x100</i>	0.58%	0.53%	0.43%	0.40%	0.38%

2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	Material variations and comments
194.82%	97.53%	105.14%	99.95%	Result impacted by higher depreciation charge of non-current assets in 2023/24 following large asset valuation movements over the past two years. Delays in renewal works resulting for the October 2022 flood events has meant projects planned in 2023/24 have not been commenced.
-4.92%	-5.33%	-6.84%	-6.94%	Result impacted by higher depreciation charge of non-current assets in 2023/24 following large asset valuation movements over the past two years and funding under the Commonwealth Government Financial Assistance Grant previously received in advance not received in 2023/24.
63.95%	65.74%	66.60%	66.78%	Rates contribution to total revenue higher due to funding under the Commonwealth Government Financial Assistance Grant previously received in advance. 2024/25 funding received in July 2024 to be recognised in 2024/25 accounts.
0.39%	0.39%	0.39%	0.40%	Impact of rate capping on ability to raise rate revenue in line with increasing property values.

Sustainable Capacity Indicators

For the year ended 30 June 2024

Indicator/measure/formula	Results				Comments
	2021 Actual	2022 Actual	2023 Actual	2024 Actual	
Population					
Expenses per head of municipal population <i>[Total expenses / Municipal population]</i>	\$1,965.62	\$2,002.20	\$2,121.41	\$2,498.91	Result impacted by higher depreciation charge of non-current assets in 2023/24 following large asset valuation movements over the past two years.
Infrastructure per head of municipal population <i>[Value of infrastructure / Municipal population]</i>	\$16,740.32	\$16,989.03	\$20,786.18	\$21,421.93	Metric is increasing due to recent revaluations of Council's infrastructure assets.
Population density per length of road <i>[Municipal population / Kilometres of local roads]</i>	8.21	8.21	8.35	8.40	No material variation.
Own-source revenue					
Own-source revenue per head of municipal population <i>[Own-source revenue / Municipal population]</i>	\$1,494.50	\$1,569.87	\$1,630.15	\$1,813.09	Result reflects positive impact of higher interest income from investments and recognition of assets not previously included in accounts.
Recurrent grants					
Recurrent grants per head of municipal population <i>[Recurrent grants / Municipal population]</i>	\$511.09	\$654.81	\$673.67	\$148.63	Rates contribution to total revenue higher due to funding under the Commonwealth Government Financial Assistance Grant previously received in advance. 2024/25 funding received in July 2024 to be recognised in 2024/25 accounts.
Disadvantage					
Relative socio-economic disadvantage <i>[Index of Relative Socio-economic Disadvantage by decile]</i>	2	2	2	2	No material variation.
Workforce turnover					
Percentage of staff turnover <i>[Number of permanent staff resignations and terminations / Average number of permanent staff for the financial year] x100</i>	4.44%	18.35%	16.26%	14.83%	Reduced turnover rate due to temporary staff roles being replaced by permanent positions.

Notes to the accounts

Basis of preparation

Council is required to prepare and include a performance statement within its annual report. The performance statement includes the results of the prescribed, service performance, financial performance and sustainable capacity indicators and measures together with a description of the municipal district, an explanation of material variations in the results and notes to the accounts. This statement has been prepared to meet the requirements of the *Local Government Act 2020* and *Local Government (Planning and Reporting) Regulations 2020*.

Where applicable the results in the performance statement have been prepared on accounting bases consistent with those reported in the Financial Statements. The other results are based on information drawn from council information systems or from third parties (e.g., Australian Bureau of Statistics or the Council's satisfaction survey provider).

The performance statement presents the actual results for the current year and the previous three years, along with the current year's target, if mandated by the *Local Government (Planning and Reporting) Regulations 2020*. Additionally, for the prescribed financial performance indicators and measures, the performance statement includes the target budget for the current year and the results forecast for the period 2024-25 to 2027-28 by the council's financial plan.

The *Local Government (Planning and Reporting) Regulations 2020* requires explanation of any material variations in the results contained in the performance statement. Council has adopted materiality thresholds relevant to each indicator and measure and explanations have not been provided for variations below the materiality thresholds unless the variance is considered to be material because of its nature.

Definitions

Key term	Definition
Aboriginal children	means a child who is an Aboriginal person
Aboriginal person	has the same meaning as in the <i>Aboriginal Heritage Act 2006</i>
adjusted underlying revenue	means total income other than: <ul style="list-style-type: none"> • non-recurrent grants used to fund capital expenditure; • non-monetary asset contributions; and • contributions to fund capital expenditure from sources other than those referred to above.
adjusted underlying surplus (or deficit)	means adjusted underlying revenue less total expenditure
annual report	means an annual report prepared by a council under section 98 of the Act
asset renewal expenditure	means expenditure on an existing asset or on replacing an existing asset that returns the service capability of the asset to its original capability
asset upgrade expenditure	means expenditure that — (a) enhances an existing asset to provide a higher level of service; or (b) extends the life of the asset beyond its original life
critical non-compliance outcome notification	means a notification received by council under section 19N(3) or (4) of the <i>Food Act 1984</i> , or advice given to council by an authorized officer under that Act, of a deficiency that poses an immediate serious threat to public health
current assets	has the same meaning as in the Australian Accounting Standards
current liabilities	has the same meaning as in the Australian Accounting Standards
food premises	has the same meaning as in the <i>Food Act 1984</i>
intervention level	means the level set for the condition of a road beyond which a council will not allow the road to deteriorate and will need to intervene
local road	means a sealed or unsealed road for which the council is the responsible road authority under the <i>Road Management Act 2004</i>
major non-compliance outcome notification	means a notification received by a council under section 19N(3) or (4) of the <i>Food Act 1984</i> , or advice given to council by an authorized officer under that Act, of a deficiency that does not pose an immediate serious threat to public health but may do so if no remedial action is taken
MCH	means the Maternal and Child Health Service provided by a council to support the health and development of children within the municipality from birth until school age
non-current liabilities	means all liabilities other than current liabilities
own-source revenue	means adjusted underlying revenue other than revenue that is not under the control of council (including government grants)
population	means the resident population estimated by council
rate revenue	means revenue from general rates, municipal charges, service rates and service charges
relative socio-economic disadvantage	in relation to a municipal district, means the relative socio-economic disadvantage, expressed as a decile for the relevant financial year, of the area in which the municipal district is located according to the Index of Relative Socio-Economic Disadvantage of SEIFA
restricted cash	means cash, cash equivalents and financial assets, within the meaning of the Australian Accounting Standards, not available for use other than for a purpose for which it is restricted, and includes cash to be used to fund capital works expenditure from the previous financial year
SEIFA	means the Socio-Economic Indexes for Areas published from time to time by the Australian Bureau of Statistics on its Internet site
unrestricted cash	means all cash and cash equivalents other than restricted cash

Financial Report

For the year ended 30 June 2024

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Certification of the Financial Statements

In my opinion, the accompanying financial statements have been prepared in accordance with the *Local Government Act 2020*, the *Local Government (Planning and Reporting) Regulations 2020*, the Australian Accounting Standards and other mandatory professional reporting requirements.



Beau Mittner CA
Principal Accounting Officer
Dated : 14 October 2024
 Cobram

In our opinion, the accompanying financial statements present fairly the financial transactions of Moira Shire Council for the year ended 30 June 2024 and the financial position of the Council as at that date.

As at the date of signing, we are not aware of any circumstances which would render any particulars in the financial statements to be misleading or inaccurate.

We have been authorised by the Council and by the *Local Government (Planning and Reporting) Regulations 2020* to certify the financial statements in their final form.



Dr Graeme Emonson PSM
Administrator (Chair)
Dated : 14 October 2024
 Cobram



Suzanna Sheed AM
Administrator
Dated : 14 October 2024
 Cobram



Matthew Morgan
Chief Executive Officer
Dated : 14 October 2024
 Cobram

Independent Auditor's Report

To the Administrators of Moira Shire Council

Opinion	<p>I have audited the financial report of Moira Shire Council (the council) which comprises the:</p> <ul style="list-style-type: none"> • balance sheet as at 30 June 2024 • comprehensive income statement for the year then ended • statement of changes in equity for the year then ended • statement of cash flows for the year then ended • statement of capital works for the year then ended • notes to the financial statements, including material accounting policies • certification of the financial statements. <p>In my opinion the financial report presents fairly, in all material respects, the financial position of the council as at 30 June 2024 and their financial performance and cash flows for the year then ended in accordance with the financial reporting requirements of Part 4 of the <i>Local Government Act 2020</i>, the Local Government (Planning and Reporting) Regulations 2020 and applicable Australian Accounting Standards.</p>
Basis for Opinion	<p>I have conducted my audit in accordance with the <i>Audit Act 1994</i> which incorporates the Australian Auditing Standards. I further describe my responsibilities under that Act and those standards in the <i>Auditor's Responsibilities for the Audit of the Financial Report</i> section of my report.</p> <p>My independence is established by the <i>Constitution Act 1975</i>. My staff and I are independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 <i>Code of Ethics for Professional Accountants</i> (the Code) that are relevant to my audit of the financial report in Victoria. My staff and I have also fulfilled our other ethical responsibilities in accordance with the Code.</p> <p>I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.</p>
Administrators' responsibilities for the financial report	<p>The Administrators of the council are responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards, the <i>Local Government Act 2020</i> and the Local Government (Planning and Reporting) Regulations 2020, and for such internal control as the Administrators determine is necessary to enable the preparation and fair presentation of a financial report that is free from material misstatement, whether due to fraud or error.</p> <p>In preparing the financial report, the Administrators are responsible for assessing the council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless it is inappropriate to do so.</p>

Auditor's responsibilities for the audit of the financial report

As required by the *Audit Act 1994*, my responsibility is to express an opinion on the financial report based on the audit. My objectives for the audit are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

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

- identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the council's internal control
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Administrators
- conclude on the appropriateness of the Administrators' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the council's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the council to cease to continue as a going concern.
- evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

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

MELBOURNE
18 October 2024



Travis Derricott
as delegate for the Auditor-General of Victoria

Comprehensive Income Statement

For the year ended 30 June 2024

	Note	2024 \$'000	Restated 2023 \$'000
Income / Revenue			
Rates and charges	3.1	44,946	42,492
Statutory fees and fines	3.2	2,002	1,887
User fees	3.3	1,970	2,244
Grants - operating	3.4(a)	2,207	21,215
Grants - capital	3.4(b)	7,659	4,569
Contributions - monetary	3.5(a)	948	709
Contributions - non monetary*	3.5(b)	5,445	14,131
Net gain on disposal of property, infrastructure, plant and equipment	3.6	566	212
Share of net profits (or loss) of associates and joint ventures	6.2	85	(60)
Other income	3.7	6,229	3,010
Total income / revenue		72,057	90,409
Expenses			
Employee costs	4.1	26,155	22,744
Materials and services	4.2	30,217	24,957
Depreciation	4.3	15,548	12,776
Amortisation - intangible assets	4.4	341	809
Depreciation - right of use assets	4.5	578	658
Allowance for impairment losses	4.6	50	16
Borrowing costs	4.7	-	12
Finance costs - leases	4.8	98	117
Other expenses	4.9	3,917	2,699
Total expenses		76,904	64,788
Surplus/ (Deficit) for the year		(4,847)	25,621
Other comprehensive income			
Items that will not be reclassified to surplus or deficit in future periods			
Net asset revaluation gain	9.1(a)	11,989	164,328
Total other comprehensive income		11,989	164,328
Total comprehensive result		7,142	189,949

* Refer to Note 8.6 for information on restatement of prior period balance.

Balance Sheet

For the year ended 30 June 2024

	Note	2024 \$'000	Restated 2023 \$'000
Assets			
Current assets			
Cash and cash equivalents	5.1(a)	4,664	9,000
Other financial assets	5.1(b)	51,000	57,000
Trade and other receivables	5.1(c)	5,734	4,884
Contract assets	5.1(f)	2,080	1,105
Inventories	5.2(a)	739	666
Other assets	5.2(b)	2,045	1,893
Total current assets		66,262	74,548
Non-current assets			
Investments in associates and joint arrangements	6.2	888	1,396
Property, infrastructure, plant and equipment*	6.1	802,635	785,084
Right-of-use assets	5.8	1,876	2,574
Intangible assets	5.2(c)	6,589	6,719
Total non-current assets		811,988	795,773
Total assets		878,250	870,321
Liabilities			
Current liabilities			
Trade and other payables	5.3(a)	3,852	2,644
Trust funds and deposits	5.3(b)	4,520	3,398
Contract and other liabilities	5.3(c)	6,860	9,066
Provisions	5.5	7,147	6,689
Interest-bearing liabilities	5.4	135	46
Lease liabilities	5.8	465	718
Total current liabilities		22,979	22,561
Non-current liabilities			
Provisions	5.5	8,485	8,533
Interest-bearing liabilities	5.4	1,349	466
Lease liabilities	5.8	1,482	1,948
Total non-current liabilities		11,316	10,947
Total liabilities		34,295	33,508
Net assets		843,955	836,813
Equity			
Accumulated surplus*		259,947	268,715
Reserves	9.1	584,008	568,098
Total Equity		843,955	836,813

* Refer to Note 8.6 for information on restatement of prior period balance.

The above balance sheet should be read in conjunction with the accompanying notes.

Statement of Changes in Equity

For the year ended 30 June 2024

	Note	Accumulated	Revaluation	Other	
		Total	Surplus	Reserves	Reserves
2024		\$'000	\$'000	\$'000	\$'000
Balance at beginning of the financial year		836,813	268,715	558,946	9,152
Deficit for the year		(4,847)	(4,847)	-	-
Net asset revaluation gain	9.1(a)	11,989	-	11,989	-
Transfers to other reserves	9.1(b)	-	(3,921)	-	3,921
Transfers from other reserves	9.1(b)	-	-	-	-
Balance at end of the financial year		843,955	259,947	570,935	13,073

	Note	Accumulated	Revaluation	Other	
		Total	Surplus	Reserves	Reserves
2023 Restated		\$'000	\$'000	\$'000	\$'000
Balance at beginning of the financial year		646,864	215,578	394,618	36,668
Surplus for the year*		15,442	15,442	-	-
Adjustment to record developer contributions	8.6	10,179	10,179	-	-
Adjusted Surplus for the year		25,621	25,621	-	-
Net asset revaluation gain	9.1(a)	164,328	-	164,328	-
Transfers to other reserves	9.1(b)	-	(177)	-	177
Transfers from other reserves	9.1(b)	-	27,693	-	(27,693)
Balance at end of the financial year		836,813	268,715	558,946	9,152

* Refer to Note 8.6 for information on restatement of prior period balance.

Statement of Cash Flows

For the year ended 30 June 2024

	2024	2023
	Inflows/ (Outflows)	Inflows/ (Outflows)
Note	\$'000	\$'000
Cash flows from operating activities		
Rates and charges	43,636	42,026
Statutory fees and fines	1,970	1,880
User fees	1,997	2,459
Grants - operating	2,660	20,950
Grants - capital	4,495	5,856
Contributions - monetary	948	709
Interest received	2,793	894
Trust funds and deposits taken	5,741	5,606
Other receipts	1,029	841
Net GST refund/(payment)	(62)	28
Employee costs	(26,149)	(22,550)
Materials and services	(31,211)	(28,419)
Trust funds and deposits repaid	(4,522)	(4,765)
Other payments	-	(36)
Net cash provided by/(used in) operating activities	3,325	25,479
	9.2	
Cash flows from investing activities		
Payments for property, infrastructure, plant and equipment	(15,347)	(14,992)
Proceeds from sale of property, infrastructure, plant and equipment	915	613
Proceeds from investments	40,593	35,004
Payments for investments	(34,000)	(44,004)
Net cash provided by/(used in) investing activities	(7,839)	(23,379)
	6.1	
Cash flows from financing activities		
Finance costs	(33)	(12)
Proceeds from borrowings	1,017	-
Repayment of borrowings	(110)	(298)
Interest paid - lease liability	(98)	(117)
Repayment of lease liabilities	(598)	(605)
Net cash provided by/(used in) financing activities	178	(1,032)
Net increase / (decrease) in cash and cash equivalents	(4,336)	1,068
Cash and cash equivalents at the beginning of the financial year	9,000	7,932
Cash and cash equivalents at the end of the financial year	4,664	9,000

The above statement of cash flow should be read in conjunction with the accompanying notes.

Statement of Capital Works

For the year ended 30 June 2024

	2024 \$'000	2023 \$'000
Property		
Land	9	-
Land under roads	-	18
Land improvements	158	-
Total land	<u>167</u>	<u>18</u>
Buildings	3,323	2,701
Total buildings	<u>3,323</u>	<u>2,701</u>
Total property	<u>3,490</u>	<u>2,719</u>
Plant and equipment		
Plant, machinery and equipment	3,060	1,057
Fixtures, fittings and furniture	10	-
Computers and Telecommunications	24	-
Pumps	39	-
Total plant and equipment	<u>3,133</u>	<u>1,057</u>
Infrastructure		
Roads	3,933	4,180
Kerb and channel	462	483
Bridges	225	49
Footpaths and cycle ways	717	948
Drainage	1,715	1,606
Culverts and floodways	78	109
Recreational, leisure and community facilities	443	1,761
Waste management	254	709
Aerodromes	45	28
Other assets	852	1,343
Total infrastructure	<u>8,724</u>	<u>11,216</u>
Total capital works expenditure	<u>15,347</u>	<u>14,992</u>
Represented by:		
New asset expenditure	4,362	2,485
Asset renewal expenditure	7,402	7,989
Asset upgrade expenditure	3,583	4,518
Total capital works expenditure	<u>15,347</u>	<u>14,992</u>

The above statement of capital works should be read in conjunction with the accompanying notes.

Notes to the Financial Report

For the year ended 30 June 2024

Note 1 OVERVIEW

Introduction

The Moira Shire Council was established by an Order of the Governor in Council on 18 November 1994 and is a body corporate. The Council's main office is located at 44 Station Street, Cobram.

Statement of compliance

These financial statements are a general purpose financial report that consists of a Comprehensive Income Statement, Balance Sheet, Statement of Changes in Equity, Statement of Cash Flows, Statement of Capital Works and Notes accompanying these financial statements. The general purpose financial report complies with the Australian Accounting Standards (AAS), other authoritative pronouncements of the Australian Accounting Standards Board, the *Local Government Act 2020*, and the *Local Government (Planning and Reporting) Regulations 2020*.

The Council is a not-for-profit entity and therefore applies the additional AUS paragraphs applicable to a not-for-profit entity under the Australian Accounting Standards.

Accounting policy information

1.1 Basis of accounting

Accounting policies are selected and applied in a manner which ensures that the resulting financial information satisfies the concepts of relevance and reliability, thereby ensuring that the substance of the underlying transactions or other events is reported. Specific accounting policies applied are disclosed in sections where the related balance or financial statement matter is disclosed.

The accrual basis of accounting has been used in the preparation of these financial statements, except for the cash flow information, whereby assets, liabilities, equity, income and expenses are recognised in the reporting period to which they relate, regardless of when cash is received or paid.

The financial statements are based on the historical cost convention unless a different measurement basis is specifically disclosed in the notes to the financial statements.

The financial statements have been prepared on a going concern basis. The financial statements are in Australian dollars. The amounts presented in the financial statements have been rounded to the nearest thousand dollars unless otherwise specified. Minor discrepancies in tables between totals and the sum of components are due to rounding.

Judgements, estimates and assumptions are required to be made about the carrying values of assets and liabilities that are not readily apparent from other sources. The estimates and associated judgements are based on professional judgement derived from historical experience and various other factors that are believed to be reasonable under the circumstances. Actual results may differ from these estimates.

Revisions to accounting estimates are recognised in the period in which the estimate is revised and also in future periods that are affected by the revision. Judgements and assumptions made by management in the application of AAS's that have significant effects on the financial statements and estimates relate to:

- the fair value of land, buildings, infrastructure, plant and equipment (refer to Note 6.1)
- the determination of depreciation for buildings, infrastructure, plant and equipment (refer to Note 6.1)
- the determination of employee provisions (refer to Note 5.5)
- the determination of landfill provisions (refer to Note 5.5)
- the determination of whether performance obligations are sufficiently specific so as to determine whether an arrangement is within the scope of AASB 15 *Revenue from Contracts with Customers* or AASB 1058 *Income of Not-for-Profit Entities* (refer to Note 3)
- the determination, in accordance with AASB 16 *Leases*, of the lease term, the estimation of the discount rate when not implicit in the lease and whether an arrangement is in substance short-term or low value (refer to Note 5.8)
- whether or not AASB 1059 *Service Concession Arrangements: Grantors* is applicable
- others areas requiring judgements.

Notes to the Financial Report

For the year ended 30 June 2024

Refer to Note 10 for information pertaining to current year changes in account policies. Unless otherwise stated, all other accounting policies are consistent with those applied in the prior year. Where appropriate, comparative figures have been amended to accord with current presentation, and disclosure has been made of any material changes to comparatives - refer to Note 8.6.

Goods and Services Tax (GST)

Income and expenses are recognised net of the amount of associated GST. Receivables and payables are stated inclusive of the amount of GST receivable or payable. The net amount of GST recoverable from, or payable to, the taxation authority is included with other receivables or payables in the balance sheet.

Notes to the Financial Report

For the year ended 30 June 2024

Note 2 ANALYSIS OF OUR RESULTS

2.1 Performance against budget

The performance against budget notes compare Council's financial plan, expressed through its annual budget, with actual performance. The *Local Government (Planning and Reporting) Regulations 2020* requires explanation of any material variances. Council has adopted a materiality threshold of the lower of 10 percent or \$200,000 where further explanation is warranted. Explanations have not been provided for variations below the materiality threshold unless the variance is considered to be material because of its nature.

These notes are prepared to meet the requirements of the *Local Government Act 2020* and the *Local Government (Planning and Reporting) Regulations 2020*.

2.1.1 Income / Revenue and expenditure	Budget 2024 \$'000	Actual 2024 \$'000	Variance \$'000	Variance %	Ref.
Income / Revenue					
Rates and charges	44,455	44,946	491	1.1	1
Statutory fees and fines	1,736	2,002	266	15.3	2
User fees	2,454	1,970	(484)	(19.7)	3
Grants - operating	14,662	2,207	(12,455)	(84.9)	4
Grants - capital	21,892	7,659	(14,233)	(65.0)	5
Contributions - monetary	90	948	858	953.3	6
Contributions - non monetary	1,000	5,445	4,445	444.5	7
Net gain on disposal of property, infrastructure, plant and equipment	40	566	526	1315.0	8
Share of net profits (or loss) of associates and joint ventures	-	85	85		9
Other income	1,954	6,229	4,275	218.8	10
Total income	88,283	72,057	(16,226)	(18.4)	
Expenses					
Employee costs	28,303	26,155	(2,148)	(7.6)	11
Materials and services	28,259	30,217	1,958	6.9	12
Depreciation	12,096	15,548	3,452	28.5	13
Amortisation - intangible assets	-	341	341	100.0	14
Depreciation - right of use assets	719	578	(141)	(19.6)	15
Allowance for impairment losses	15	50	35	233.3	16
Finance costs - leases	100	98	(2)	(2.0)	
Other expenses	1,180	3,917	2,737	231.9	17
Total expenses	70,672	76,904	6,232	8.8	
Surplus/(deficit) for the year	17,611	(4,847)	(22,458)	(127.5)	

(i) Explanation of material variations

Variance Reference	Item	Explanation
1	Rates and charges	Increased income received from supplementary assessments on new rateable properties, kerbside waste collection charges \$373k and interest on unpaid rates \$118k.
2	Statutory fees and fines	Income derived from higher planning and subdivision fees received \$366k, partially offset by lower building fee income \$100k.

Notes to the Financial Report

For the year ended 30 June 2024

Variance Reference	Item	Explanation
3	User fees	Budget includes property lease income which is now reported under Other income \$158k. Lower income from gate fees at Cobram Landfill and Transfer Stations \$376k, income from sale of raw water supplies delayed from 2022/23 \$26k and higher Caravan Park fees \$24k.
4	Grants - operating	Commonwealth Government's Financial Assistance Grant previously paid in advance was not received in 2023/24 \$12.9 million, this is partially offset by increased Maternal & Child Health grants \$151k, State Government grants to support rollout of new recycling programs \$231k, additional State Government grant to support Flood Recovery activities \$128k.
5	Grants - capital	Delays in obtaining funding body approval for road works impacted by the October 2022 flood event \$10.0 million. Delays in completing capital works projects: Yarrawonga MultiSports Stadium \$2.7 million, Bourkes Bridge Renewal \$1.3 million, Numurkah Flood Levee Stage 1 \$970k, Thompson's Beach Cobram \$418k and Yarrawonga Taxiway Compliance Works \$263k. Partially offset by recognition of grant income from completion of projects under the Local Roads and Community Infrastructure program \$1.4 million.
6	Contributions - monetary	Income from developer contributions to Council's Open Space Reserve \$738k
7	Contributions - non monetary	Developer contributions for 2023/24 of \$5.4 million including Roads, Kerb and Channel, Footpaths and Drainage assets.
8	Net gain on disposal of property, infrastructure, plant and equipment	Net gain on disposal of fleet and plant replaced during 2023/24 including items previously budgeted to be disposed of in prior years \$526k.
9	Share of net profits (or loss) of associates and joint ventures	Share of net profit on closure of Creekside Estate Nathalia joint venture \$103k, partially offset by share of net loss on Goulburn Valley Regional Library Corporation for 2023/24 \$18k.
10	Other income	Higher interest income from investments (Term Deposit) portfolio \$2.1 million, recognition of assets not previously recorded \$2.1 million, income from Commonwealth Government employer incentives \$30k, staff reimbursement for private use of fleet vehicles \$17k, property lease income previously reported under User Fees \$173k, partially offset by lower interest charge on Landfill provision \$155k.
11	Employee costs	Savings from delays in back filling vacant positions \$2.35 million, lower training costs \$119k, lower Workcover premium \$116k and lower Fringe Benefits Tax \$45k. Partially offset by higher external contract employees \$480k.
12	Materials and services	Budget for Council Community Grants and Contributions and GVRLC contribution \$2.1 million reclassified from Materials and Services. Costs for Moira's response to the October 2022 Flood Event funded from State and Commonwealth Government grants \$905k, People and Culture consultants engaged to address issues raised in Commission of Inquiry \$413k, higher recruitment costs \$333k. This is partially offset by savings from lower utilities costs (water and power) \$182k and transfer of materials and services budget to Other Expenses for Local Tourism Association payments.

Notes to the Financial Report

For the year ended 30 June 2024

Variance Reference	Item	Explanation
13	Depreciation	Higher depreciation charges on Property, Infrastructure, Plant and Equipment assets following increases in contributed assets, including \$10.2 million in restated 2022/23 accounts, and asset revaluations in both 2022/23 and 2023/24 financial years \$3.45 million.
14	Amortisation - intangible assets	Landfill Airspace asset created in 2022/23 accounts, no budget allocated for amortisation charges \$341k.
15	Depreciation - right of use assets	No new leases for replacement plant items drawn down in 2022/23 \$141k.
16	Allowance for impairment losses	Higher allowance for impaired sundry debtors and allowance for infringements losses \$35k.
17	Other expenses	Budget for Council Community Grants and Contributions \$2.1 million reclassified from Materials and Services. Higher Administrator allowances and expenses than budgeted \$345k, higher contributions to Local Tourism Associations funded from materials and services budget \$176k and additional Internal Audit fee expenses \$85k.

Notes to the Financial Report

For the year ended 30 June 2024

2.1.2 Capital Works	Budget 2024 \$'000	Actual 2024 \$'000	Variance \$'000	Variance %	Ref.
Property					
Land	-	9	9		
Land improvements	1,048	158	(890)	(84.9)	1
Total Land	1,048	167	(881)	(84.1)	
Buildings	16,197	3,323	(12,874)	(79.5)	2
Total buildings	16,197	3,323	(12,874)	(79.5)	
Total property	17,245	3,490	(13,755)	(79.8)	
Plant and equipment					
Plant, machinery and equipment	3,114	3,060	(54)	(1.7)	
Fixtures, fittings and furniture	-	10	10		
Computers and telecommunications	-	24	24		
Pumps	-	39	39		
Total plant and equipment	3,114	3,133	19	0.6	
Infrastructure					
Roads	11,117	3,933	(7,184)	(64.6)	3
Kerb and channel	-	462	462		4
Bridges	1,418	225	(1,193)	(84.1)	5
Footpaths and cycleways	675	717	42	6.2	
Drainage	2,592	1,715	(877)	(33.8)	6
Culvert and floodways	2,696	78	(2,618)	(97.1)	7
Recreational, leisure and community facilities	907	443	(464)	(51.2)	8
Waste management	-	254	254		9
Parks, open space and streetscapes	1,082	-	(1,082)	(100.0)	10
Aerodromes	263	45	(218)	(82.9)	11
Other assets	1,114	852	(262)	(23.5)	12
Total infrastructure	21,864	8,724	(13,140)	(60.1)	
Total capital works expenditure	42,223	15,347	(26,876)	(63.7)	
Represented by:					
New asset expenditure	16,908	4,362	(12,546)	(74.2)	
Asset renewal expenditure	22,814	7,402	(15,412)	(67.6)	
Asset upgrade expenditure	2,501	3,583	1,082	43.3	
Total capital works expenditure	42,223	15,347	(26,876)	(63.7)	

Notes to the Financial Report

For the year ended 30 June 2024

(i) Explanation of material variations

Variance Reference	Item	Explanation
1	Land Improvements	Delays in Numurkah Flood Levee Stage 1 project \$790k and Irrigation System renewal \$100k.
2	Buildings	Delays in Yarrawonga Multi Sports Stadium project \$7.1 million and Yarrawonga Library project \$4.2 million, cancellation of the Katunga Recreation Reserve Change Rooms project \$1.2 million due to unsuccessful grant funding bid and delays in Yarrawonga Depot renewal works \$374k.
3	Roads	Delays in repair works to roads impacted from the October 2022 Flood event, awaiting State Government assessment for DRFA funding \$7.2 million.
4	Kerb and channel	Completion of Kerb & Channel renewal program budgeted in 2022/23 financial year \$462k.
5	Bridges	Delays in Bourkes Bridge Renewal works \$1.2 million.
6	Drainage	Delays in the Cobram East Drainage Plan \$540k, Yarrawonga West Drainage \$160k, Nathalia Drainage projects \$117k and Pyke Street Bundalong Drainage Upgrade \$60k.
7	Culvert and floodways	Delays in repair works to roads impacted from the October 2022 Flood event awaiting State Government assessment for DRFA funding \$2.5 million and Botts Road MVH Culvert upgrade \$222k, partially offset by Culvert Renewal Program spend budgeted in 2023/24 \$104k.
8	Recreational, leisure and community facilities	Cancellation of Yarroweyah Recreation Reserve Lighting \$327k due to unsuccessful State Government funding bid and delays in commencing the Cobram Off-Leash Dog Park project \$125k.
9	Waste management	Completion of works on Resale Shop at Cobram Transfer Station \$160k and works at various Transfer Stations in preparation for new recycling initiatives \$94k.
10	Parks, open space and streetscapes	Delays in completing Kennedy Park - Thompsons Beach Upgrade \$418k. Individual elements of Apex Park Cobram Car Park & Landscaping project recognised in each asset category \$664k.
11	Aerodromes	Delays in the Yarrawonga Aerodrome Taxiway Compliance Works project \$218k.
12	Other assets	Delays in Levee Bank Renewal project \$262k

Notes to the Financial Report

For the year ended 30 June 2024

2.2 Analysis of Council results by program

2.2.1 Council programs

Council delivers its functions and activities through the following programs.

Office of CEO

The Office of CEO provides leadership guidance to the business and Council and guides the development and delivery of Council's representation and advocacy efforts.

Community

Community is responsible for working with the community, stakeholders and partner agencies to develop long-term community plans that inform Council's service delivery across the Shire. Services include: maternal and child health, community safety and wellbeing, children, youth and families, and library services. It supports recreational facilities and other community services across the shire, and is responsible for providing support to the business plans of local tourism associations, and plans for future tourism opportunities. It supports investment decision-making across the Shire through the attraction, growth and innovation of existing and prospective businesses across the Shire.

Corporate Performance

Corporate Performance ensures Council complies with the governance obligations under the Local Government Act and other legislation. It administers financial controls through management of financial services, statutory financial reporting, raising and collection of rates and charges and valuation of properties throughout the municipality. It oversees Council's contracting of procurement of goods and services and for the management and strategic planning of Council's assets including managing insurances. It manages Council's enterprise risk, all Council's records and is the main customer interface with the community including face-to-face and online customer service. It supports and maintains reliable and cost effective information technology systems, facilities and infrastructure to Council staff enabling them to deliver services in a smart, productive and efficient way.

Infrastructure

Infrastructure is responsible for constructing new and maintaining existing infrastructure across a diverse range of assets that underpin the wellbeing of the community. These include; roads, bridges, kerbs, drainage, parks and streetscapes and civic buildings through services including: infrastructure planning, asset management, and capital works engineering design and construction. It also provides waste management services including kerbside collections from households and some commercial properties within the Shire. It operates nine transfer stations and a landfill site, including monitoring to maintain environmental standards.

People and Culture

People and Culture provides strategic and operational people and culture support including occupational health and safety obligations, maintaining industrial relations and development and implementation of human resource strategies, policies and procedures.

Sustainable Development

Sustainable Development processes all planning applications, provides advice and makes decisions about development proposals that require a planning permit, it also prepares and processes amendments to the Council Planning Scheme and provides statutory building services to the Moira Shire community including processing building permits, audits of swimming pool barriers and investigations of complaints and illegal works. The service provides a safe and orderly environment within the municipality through the regulation, control and enforcement of legislation and local laws. Services provided include school crossing supervisors, domestic animal management services and fire prevention enforcement program. It develops environmental policy, implements environmental projects, delivers educational programs to the Moira community and works with other agencies to improve environment sustainability and natural resource management.

Emergency Event Management

Program represents Moira Shire's response to recent emergency events, specifically to the October 2022 flood event.

Notes to the Financial Report

For the year ended 30 June 2024

2.2.2 Summary of income / revenue, expenses, assets and capital expenses by program

2024

	Income / Revenue	Expenses	Surplus/ (Deficit)	Grants included in income / revenue	Total Assets
	\$'000	\$'000	\$'000	\$'000	\$'000
Office of CEO	4	3,466	(3,462)	-	-
Community	1,418	8,495	(7,077)	837	-
Corporate Performance	46,076	25,514	20,562	444	75,615
Infrastructure	10,307	21,066	(10,759)	7,943	802,635
People and Culture	27	3,403	(3,376)	-	-
Sustainable Development	14,094	13,752	342	510	-
Emergency Event Management	131	1,208	(1,077)	132	-
	72,057	76,904	(4,847)	9,866	878,250

Corporate Performance includes \$35.09 million income from General Rates and Municipal Charges. The operating income in Infrastructure of \$7.81 million includes capital grant income received for acquisition or construction of property, infrastructure, plant and equipment assets.

During 2023/24, an internal restructure occurred within Moira Shire to realign our programs to improve delivery of our services to better serve the Moira community, this has resulted in a change to the structure reported in 2022/23.

2023 Restated

	Income / Revenue*	Expenses	Surplus/ (Deficit)*	Grants included in income / revenue	Total Assets*
	\$'000	\$'000	\$'000	\$'000	\$'000
Office of CEO	3	4,157	(4,154)	-	-
Chief Financial Office	62,691	16,651	46,040	11,504	85,237
Corporate, Governance and Performance	285	7,298	(7,013)	180	-
Infrastructure Services	12,933	20,622	(7,689)	10,665	785,084
Sustainable Communities	12,231	14,127	(1,896)	1,167	-
Disaster (Flood) Recovery	2,266	1,933	333	2,266	-
	90,409	64,788	25,621	25,782	870,321

* Refer to Note 8.6 for information on restatement of prior period balance.

In order to better serve the Moira community, during 2023/24 Moira Shire Council conducted a review of its administration and operations. This resulted in a change in the name of some directorates and the reporting lines within those directorates. This has resulted in a change to the reporting lines in the above tables.

Notes to the Financial Report

For the year ended 30 June 2024

Note 3 FUNDING FOR THE DELIVERY OF OUR SERVICES

3.1 Rates and charges

Council uses Capital Improved Value (CIV) as the basis of valuation of all properties within the municipal district. The CIV of a property is its value of land and all its improvements.

The valuation base used to calculate general rates for 2023/24 was \$11.84 billion (2022/23 - \$9.78 billion).

	2024	2023
	\$'000	\$'000
General rates	27,898	26,616
Municipal charge	6,534	6,293
Environmental levy	2,235	2,152
Service rates and charges	6,979	6,600
Supplementary rates and rate adjustments	772	299
Interest on rates and charges	298	240
Revenue in lieu of rates	230	292
Total rates and charges	44,946	42,492

The date of the general revaluation of land for rating purposes within the municipal district was 1 January 2023 and the valuation was first applied in the rating year commencing 1 July 2023.

Annual rates and charges are recognised as income when Council issues annual rates notices. Supplementary rates are recognised when a valuation and reassessment is completed and a supplementary rates notice issued.

Revenue in lieu of rates includes payments made by renewable energy generators (i.e. Solar Farms).

3.2 Statutory fees and fines

Town planning fees	1,022	913
Building services fees	430	455
Land information certificates	48	42
Septic permit fees	30	40
Business registration fees	205	158
Animal registration fees and fines	218	210
Other statutory fees and fines	49	69
Total statutory fees and fines	2,002	1,887

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

3.3 User fees*

Leisure centre and recreation	22	25
Waste management services	1,259	1,635
Public hall and park hire fees	205	188
Sundry works and works within road reserve fees	49	40
Caravan park charges	312	280
Other user fees and charges	123	76
Total user fees	1,970	2,244

* 2023 result restated, \$122,000 in Rent and property income was reclassified to Other income.

Notes to the Financial Report

For the year ended 30 June 2024

	2024	2023
	\$'000	\$'000
User fees by timing of revenue recognition		
User fees recognised over time	539	493
User fees recognised at a point in time	1,431	1,751
Total user fees	<u>1,970</u>	<u>2,244</u>

User fees are recognised as revenue at a point in time, or over time, when (or as) the performance obligation is satisfied. Recognition is based on the underlying contractual terms.

3.4 Funding from other levels of government

Grants were received in respect of the following:

Summary of Grants

Commonwealth funded grants	7,628	21,199
State funded grants	2,237	4,584
Total grants received	<u>9,865</u>	<u>25,783</u>

(a) Operating Grants

Recurrent - Commonwealth Government

Financial Assistance Grants*	602	16,793
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Recurrent - State Government

Community health	86	82
Community safety	62	70
Economic development and tourism	22	608
Maternal and child health	742	587
Recreation, leisure and community events	36	76
Roadside weeds and pest management	85	75
School crossing supervisors	68	66
Total recurrent operating grants	<u>1,703</u>	<u>18,357</u>

Non-recurrent - Commonwealth Government

Recreation, leisure and community events	10	-
Disaster recovery	3	-

Non-recurrent - State Government

Economic development and tourism	-	131
Community health	-	75
Community safety	50	-
Community services and events	2	72
Disaster recovery	128	2,343
Waste management	236	-
Other	75	237

Total non-recurrent operating grants	<u>504</u>	<u>2,858</u>
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Total operating grants	<u>2,207</u>	<u>21,215</u>
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* 96% of Council's 2023/24 Commonwealth Financial Assistance Grants was received in 2022/23, in accordance with the requirements of Australian Accounting Standard AASB 1058 Income of Not-for-Profit Entities, the payment was recognised as income in the reporting period payment was received.

(b) Capital Grants

Recurrent - Commonwealth Government

Roads to recovery	2,871	2,217
Total recurrent capital grants	<u>2,871</u>	<u>2,217</u>

Notes to the Financial Report

For the year ended 30 June 2024

	2024	2023
	\$'000	\$'000
<i>Non-recurrent - Commonwealth Government</i>		
Roads	21	368
Buildings	175	340
Footpaths and cycle ways	287	217
Drainage	387	874
Kerb and channel	112	-
Recreation, leisure and community facilities	3,159	391
<i>Non-recurrent - State Government</i>		
Roads	-	(4)
Recreation, leisure and community facilities	433	166
Waste management	214	-
Total non-recurrent capital grants	4,788	2,352
Total capital grants	7,659	4,569

(c) Recognition of grant income

Before recognising funding from government grants as revenue, Council assesses whether there is a contract that is enforceable and has sufficiently specific performance obligations in accordance with *AASB 15 Revenue from Contracts with Customers*. When both these conditions are satisfied, the Council:

- identifies each performance obligation relating to revenue under the contract/agreement
- determines the transaction price
- recognises a contract liability for its obligations under the agreement
- recognises revenue as it satisfies its performance obligations, at the point in time or over time when services are rendered.

Where the contract is not enforceable and/or does not have sufficiently specific performance obligations, the Council applies *AASB 1058 Income of Not-for-Profit Entities*.

Grant revenue with sufficiently specific performance obligations is recognised over time as the performance obligations specified in the underlying agreement are met. Where performance obligations are not sufficiently specific, grants are recognised on the earlier of receipt or when an unconditional right to receipt has been established. Grants relating to capital projects are generally recognised progressively as the capital project is completed. The following table provides a summary of the accounting framework under which grants are recognised.

Income recognised under AASB 1058 *Income of Not-for-Profit Entities*

General purpose	876	16,816
Specific purpose grants to acquire non-financial assets	7,660	-
Other specific purpose grants	279	3,791
Revenue recognised under AASB 15 <i>Revenue from Contracts with Customers</i>		
Specific purpose grants	1,050	5,177
Total income / revenue	9,865	25,784

(d) Unspent grants received and recognised as income on condition that they be spent in a specific manner

Operating

Balance at start of year	3,008	984
Prior year adjustment	(1,011)	-
Received during the financial year and remained unspent at balance date	732	2,691
Received in prior years and spent during the financial year	(601)	(667)
Balance at year end	2,128	3,008

Notes to the Financial Report

For the year ended 30 June 2024

	2024	2023
	\$'000	\$'000
Capital		
Balance at start of year	8,199	5,703
Received during the financial year and remained unspent at balance date	309	3,241
Received in prior years and spent during the financial year	(2,440)	(745)
Balance at year end	6,068	8,199

3.5 Contributions

(a) Contributions - Monetary

Monetary contributions	948	709
Total monetary contributions	948	709

(b) Contributions - Non monetary*

Non monetary contributions	5,445	14,131
Total non monetary contributions	5,445	14,131
Total contributions	6,393	14,840

Contributions of non monetary assets were received in relation to the following asset classes.

Land	-	3
Land - specialised	42	23
Buildings	6	-
Roads	1,767	3,791
Kerb and channel	985	2,730
Footpaths and cycle ways	786	3,176
Drainage	1,855	4,408
Recreation, leisure and community facilities	4	-
Total non monetary contributions	5,445	14,131

* Refer to note 8.6 for prior period adjustment

Monetary and non monetary contributions are recognised as income at their fair value when Council obtains control over the contributed asset.

3.6 Net gain/(loss) on disposal of property, infrastructure, plant and equipment

Proceeds of sale	915	614
Written down value of assets disposed	(349)	(402)
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	566	212

The profit or loss on sale of an asset is recognised when control of the asset has passed to the buyer.

Notes to the Financial Report

For the year ended 30 June 2024

	2024	2023
	\$'000	\$'000
3.7 Other income*		
Interest on investments	3,105	1,714
Reimbursements and subsidies	114	124
Legal costs recouped	78	135
Energy rebate scheme income	98	76
Sale of recyclables income	151	39
Revaluation of intangible asset (water shares)	-	262
Recognition of assets under Council control	2,110	68
Rent and other property income	143	122
Volunteer services	337	349
Other income	93	121
Total other income	6,229	3,010

* 2023 result restated, \$122,000 in Rent and property income was reclassified from User fees.

Interest is recognised as it is earned.

Other income is measured at the fair value of the consideration received or receivable and is recognised when Council gains control over the right to receive the income.

Notes to the Financial Report

For the year ended 30 June 2024

Note 4 THE COST OF DELIVERING SERVICES

	2024	2023
	\$'000	\$'000
4.1 (a) Employee costs		
Wages and salaries	21,762	19,448
Apprentices and trainees	332	361
External contract employees	678	54
Superannuation	2,353	2,132
WorkCover	572	313
Fringe benefits tax	115	141
Other employee costs	343	295
Total employee costs	26,155	22,744

(b) Superannuation

Council made contributions to the following funds:

Accumulation funds

Employer contributions to Local Authorities Superannuation Fund (Vision Super)	1,241	1,422
Employer contributions - other funds	1,112	710
Total	2,353	2,132
Employer contributions payable at reporting date.	45	41

Refer to note 9.3 for further information relating to Council's superannuation obligations.

4.2 Materials and services*

Building maintenance	1,037	917
Community and recreation	2,120	2,919
Consultants	1,269	1,261
General maintenance	9,182	4,995
Information technology	2,110	1,690
Insurance	1,202	1,098
Legal expenses	445	402
October 2022 flood event expenses	950	1,461
Office administration	2,369	2,206
Plant and fleet expenses	1,661	1,543
Regulatory services	269	243
Utilities	998	901
Waste management	6,605	5,321
Total materials and services	30,217	24,957

* 2023 result restated, a review of the materials and services classifications resulted in a change to the 2023 result including expenditure related to Council's community contributions, grants and donations and GVRLC Library contribution being reclassified as other expenses \$2,167,000.

Expenses are recognised as they are incurred and reported in the financial year to which they relate.

4.3 Depreciation

Property	2,049	1,969
Plant and equipment	1,313	1,039
Infrastructure	12,186	9,768
Total depreciation	15,548	12,776

Refer to note 5.2(c), 5.8 and 6.1 for a more detailed breakdown of depreciation and amortisation charges and accounting policy.

Notes to the Financial Report

For the year ended 30 June 2024

	2024	2023
4.4 Amortisation - intangible assets	\$'000	\$'000
Landfill cell airspace	341	809
Total Amortisation - intangible assets	341	809
4.5 Depreciation - right of use assets		
IT equipment	40	52
Plant	538	606
Total Depreciation - right of use assets	578	658
4.6 Allowance for impairment losses		
Sundry debtors	23	-
Infringement debtors	27	16
Total allowance for impairment losses	50	16
Movement in allowance for impairment losses in respect of debtors		
Balance at the beginning of the year	70	67
New allowances recognised during the year	50	15
Amounts already allowed for and written off as uncollectible	(13)	(12)
Balance at end of year	107	70
<p>An allowance for impairment losses in respect of debtors is recognised based on an expected credit loss model. This model considers both historic and forward looking information in determining the level of impairment.</p>		
4.7 Borrowing costs		
Interest - borrowings	33	24
Less capitalised borrowing costs on qualifying assets	(33)	(12)
Total borrowing costs	-	12
<p>Borrowing costs are recognised as an expense in the period in which they are incurred.</p>		
4.8 Finance costs - leases		
Interest - lease liabilities	98	117
Total finance costs - leases	98	117
4.9 Other expenses*		
Auditors' remuneration - VAGO - audit of the financial statements, performance statement and grant acquittals	69	53
Auditors' remuneration - Internal audit	138	53
Community contributions, grants and sponsorships	1,410	1,347
GVRLC library contribution	836	820
Councillors and Administrators allowances	742	356
Commission of Inquiry into Moira Shire Council**	-	922
Unwinding of discount on provisions***	54	(1,274)
Refunds of rates	31	37
Volunteer services	337	349
Revaluation of intangible assets	221	-
Others	79	36
Total other expenses	3,917	2,699

Notes to the Financial Report

For the year ended 30 June 2024

* 2023 result restated, expenditure related to Council's community contributions, grants and donations \$1,347,000 and GVRLC library contribution \$820,000 were reclassified from materials and services.

**The Commission of Inquiry Report tabled in Victorian Parliament on 7 March 2023 ordered the cost of the inquiry be met by Moira Shire Council.

*** Change in discount rate model in 2022/23 realised a credit adjustment to the future value of the provision required for Council's landfill. See Note 5.5

Notes to the Financial Report

For the year ended 30 June 2024

	Note	2024 \$'000	2023 \$'000
Note 5 INVESTING IN AND FINANCING OUR OPERATIONS			
5.1 Financial assets			
(a) Cash and cash equivalents			
Cash on hand		5	5
Cash at bank		1,659	3,995
Deposits - at call		3,000	5,000
Total cash and cash equivalents		4,664	9,000
(b) Other financial assets			
Current			
Term deposits		51,000	57,000
Total other financial assets		51,000	57,000
Total cash and cash equivalents and other financial assets		55,664	66,000

Cash and cash equivalents include cash on hand, deposits at call, and other highly liquid investments with original maturities of three months or less, net of outstanding bank overdrafts.

Other financial assets are valued at fair value, at balance date. Term deposits are measured at original cost. Any unrealised gains and losses on holdings at balance date are recognised as either a revenue or expense.

Other financial assets include term deposits and those with original maturity dates of three to 12 months are classified as current, whilst term deposits with maturity dates greater than 12 months are classified as non-current.

(c) Trade and other receivables

Current

Statutory receivables

Rates debtors		4,704	3,521
Fire services levy debtors		428	335
Infringement debtors		84	84
Allowance for expected credit loss - infringements		(81)	(68)
Net GST receivable		274	212

Non-statutory receivables

Other debtors	5.1 (d)	351	803
Allowance for expected credit loss - other debtors		(26)	(3)

Total current trade and other receivables

	5,734	4,884
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Short term receivables are carried at invoice amount. An allowance for expected credit losses is recognised based on past experience and other objective evidence of expected losses. Long term receivables are carried at amortised cost using the effective interest rate method.

(d) Ageing of Receivables

The ageing of the Council's trade & other receivables (excluding statutory receivables) that are not impaired was:

Current (not yet due)		299	387
Past due by up to 30 days		20	52
Past due between 31 and 180 days		32	364
Total trade & other receivables		351	803

Notes to the Financial Report

For the year ended 30 June 2024

(e) Ageing of individually impaired Receivables

At balance date, other debtors representing financial assets with a nominal value of \$23,367 (2023: \$Nil) were impaired. The amount of the allowance raised against these debtors was \$23,367 (2023: \$Nil). They individually have been impaired as a result of their doubtful collection. Many of the long outstanding past due amounts have been lodged with Council's debt collectors or are on payment arrangements.

	2024	2023
	\$'000	\$'000
The ageing of receivables that have been individually determined as impaired at reporting date was:		
Past due between 31 and 180 days	26	3
Total trade & other receivables	26	3

(f) Contract assets

Contract Assets	2,080	1,105
Total contract assets	2,080	1,105

Contract assets are recognised when Council has transferred goods or services to the customer but where Council is yet to establish an unconditional right to consideration.

5.2 Non-financial assets

(a) Inventories

Inventories held for distribution	739	666
Total inventories	739	666

Inventories held for distribution are measured at cost, adjusted when applicable for any loss of service potential. Where inventories are acquired for no cost or nominal consideration, they are measured at current replacement cost at the date of acquisition.

(b) Other assets

Prepayments	197	356
Accrued income - interest	1,288	984
Moira Recreation Committees assets*	560	553
Total other assets	2,045	1,893

Accrued interest income refers to the interest receivable as at 30 June 2024 on term deposits that has not yet been paid.

* Moira Recreation Committees are assets held in the name of individual committees on behalf of Council.

(c) Intangible assets

Water share entitlements*	3,103	3,324
Landfill cell airspace	3,486	3,395
Total intangible assets	6,589	6,719

	Water share entitlements	Landfill Cell airspace	Total
	\$'000	\$'000	\$'000
Gross carrying amount			
Balance at 1 July 2023	3,324	7,487	10,811
Fair value adjustment	(221)	-	(221)
Other additions	-	432	432
Balance at 30 June 2024	3,103	7,919	11,022

Notes to the Financial Report

For the year ended 30 June 2024

	Water share entitlements	Landfill Cell airspace	Total
	\$'000	\$'000	\$'000
Accumulated amortisation and impairment			
Balance at 1 July 2023	-	4,092	4,092
Amortisation expense	-	341	341
Balance at 30 June 2024	-	4,433	4,433
Net book value at 30 June 2023	3,324	3,395	6,719
Net book value at 30 June 2024	3,103	3,486	6,589

Intangible assets with finite lives are amortised as an expense on a systematic basis over the asset's useful life. Amortisation is generally calculated on a straight line basis, at a rate that allocates the asset value, less any estimated residual value over its estimated useful life. Estimates of the remaining useful lives and amortisation method are reviewed at least annually, and adjustments made where appropriate.

* A water share entitlement is an ongoing entitlement to a share of the water available in the Goulburn and Murray water systems. It gives Moira Shire a right to share of water in the system. Moira Shire's water entitlements were valued as at 30 June 2024 by Wes Ridd (API Member 62427) of Preston Rowe Paterson Shepparton.

	2024	2023
	\$'000	\$'000
5.3 Payables, trust funds and deposits and contract and other liabilities		
(a) Trade and other payables		
Current		
<i>Non-statutory payables</i>		
Trade payables	487	341
Accrued expenses	3,365	2,303
Total current trade and other payables	3,852	2,644
(b) Trust funds and deposits		
Current		
Refundable deposits	2,208	2,182
Fire services levy	2,207	1,067
Retention amounts	105	149
Total current trust funds and deposits	4,520	3,398
(c) Contract and other liabilities		
Contract liabilities		
Current		
Grants received in advance - operating	13	60
Grants received in advance - capital	6,069	8,199
Rates creditors (rates paid in advance)	778	807
Total contract liabilities	6,860	9,066

Trust funds and deposits

Amounts received as deposits and retention amounts controlled by Council are recognised as trust funds until they are returned, transferred in accordance with the purpose of the receipt, or forfeited. Trust funds that are forfeited, resulting in Council gaining control of the funds, are to be recognised as revenue at the time of forfeit.

Contract liabilities

Contract liabilities reflect consideration received in advance from customers in respect of capital works projects and operating programs applicable to more than one financial year. Contract liabilities are derecognised and recorded as revenue when promised goods and services are transferred to the customer. Refer to Note 3.4

Notes to the Financial Report

For the year ended 30 June 2024

Purpose and nature of items

Fire services levy

Council is the collection agent for fire services levy on behalf of the State Government. Council remits amounts received on a quarterly basis. Amounts disclosed here will be remitted to the State Government in line with that process.

Retention amounts

Council has a contractual right to retain certain amounts until a contractor has met certain requirements or a related warrant or defect period has elapsed. Subject to the satisfactory completion of the contractual obligations, or the elapsing of time, these amounts will be paid to the relevant contractor in line with Council's contractual obligations.

	2024	2023
	\$'000	\$'000
5.4 Interest bearing liabilities		
Current		
Treasury Corporation of Victoria borrowings - secured	135	46
Total current interest-bearing liabilities	<u>135</u>	<u>46</u>
Non-current		
Treasury Corporation of Victoria borrowings - secured	1,349	466
Total non-current interest-bearing liabilities	<u>1,349</u>	<u>466</u>
Total	<u>1,484</u>	<u>512</u>

Borrowings are secured by Council rate revenue. Refer to Note 5.6 for Council's financing arrangements.

(a) The maturity profile for Council's borrowings is:

Not later than one year	135	46
Later than one year and not later than five years	775	250
Later than five years	574	216
Total interest-bearing liabilities	<u>1,484</u>	<u>512</u>

Borrowings are initially measured at fair value, being the cost of the interest bearing liabilities, net of transaction costs. The measurement basis subsequent to initial recognition depends on whether the Council has categorised its interest-bearing liabilities as either financial liabilities designated at fair value through the profit and loss, or financial liabilities at amortised cost. Any difference between the initial recognised amount and the redemption value is recognised in net result over the period of the borrowing using the effective interest method.

The classification depends on the nature and purpose of the interest bearing liabilities. The Council determines the classification of its interest bearing liabilities at initial recognition.

Notes to the Financial Report

For the year ended 30 June 2024

5.5 Provisions

2024

Balance at beginning of the financial year
 Additional provisions
 Amounts used
 Change in the discounted amount arising because of time and the effect of any change in the discount rate

Balance at the end of the financial year

Provisions - current
 Provisions - non-current

Total Provisions

	Employee	Landfill restoration	Total
	\$'000	\$'000	\$'000
Balance at beginning of the financial year	5,475	9,747	15,222
Additional provisions	659	562	1,221
Amounts used	(735)	(130)	(865)
Change in the discounted amount arising because of time and the effect of any change in the discount rate	-	54	54
Balance at the end of the financial year	5,399	10,233	15,632
Provisions - current	5,085	2,062	7,147
Provisions - non-current	314	8,171	8,485
Total Provisions	5,399	10,233	15,632

2023

Balance at beginning of the financial year
 Additional provisions
 Amounts used
 Provision revaluation
 Change in the discounted amount arising because of time and the effect of any change in the discount rate

Balance at the end of the financial year

Provisions - current
 Provisions - non-current

Total Provisions

	Employee	Landfill restoration	Total
	\$'000	\$'000	\$'000
Balance at beginning of the financial year	5,372	11,469	16,841
Additional provisions	788	-	788
Amounts used	(685)	-	(685)
Provision revaluation	-	(448)	(448)
Change in the discounted amount arising because of time and the effect of any change in the discount rate	-	(1,274)	(1,274)
Balance at the end of the financial year	5,475	9,747	15,222
Provisions - current	5,189	1,500	6,689
Provisions - non-current	286	8,247	8,533
Total Provisions	5,475	9,747	15,222

(a) Employee provisions

Current provisions expected to be wholly settled within 12 months

Annual leave
 Annual leave loading
 Rostered days off
 Long service leave

2024
\$'000

1,220
150
205
2,865
4,440

1,260
139
236
2,986
4,621

Current provisions expected to be wholly settled after 12 months

Annual leave

645
645

568
568

Total current employee provisions

5,085

5,189

Non-current

Long service leave

314

286

Total non-current employee provisions

314

286

Notes to the Financial Report

For the year ended 30 June 2024

	2024	2023
	\$'000	\$'000
Aggregate carrying amount of employee provisions:		
Current	5,085	5,189
Non-current	314	286
Total aggregate carrying amount of employee provisions	5,399	5,475

The calculation of employee costs and benefits includes all relevant on-costs and are calculated as follows at reporting date.

Annual leave

A liability for annual leave is recognised in the provision for employee benefits as a current liability because the Council does not have an unconditional right to defer settlement of the liability. Liabilities for annual leave are measured at:

- nominal value if the Council expects to wholly settle the liability within 12 months
- present value if the Council does not expect to wholly settle within 12 months.

Liabilities that are not expected to be wholly settled within 12 months of the reporting date are recognised in the provision for employee benefits as current liabilities, measured at the present value of the amounts expected to be paid when the liabilities are settled using the remuneration rate expected to apply at the time of settlement.

Long service leave

Liability for long service leave (LSL) is recognised in the provision for employee benefits. Unconditional LSL is disclosed as a current liability as the Council does not have an unconditional right to defer settlement. Unconditional LSL is measured at nominal value if expected to be settled within 12 months or at present value if not expected to be settled within 12 months. Conditional LSL that has been accrued, where an employee is yet to reach a qualifying term of employment, is disclosed as a non-current liability and measured at present value.

	2024	2023
	%	%
Key assumptions:		
Discount rate*	4.431	4.063
Wage inflation rate*	4.450	4.350

* Source: Department of Treasury and Finance Victoria

(b) Landfill restoration

Current	2,062	1,500
Non-current	8,171	8,247
Total	10,233	9,747

Council is obligated to restore Cobram Landfill site to a particular standard. The forecast life of the site is based on current estimates of remaining capacity and the forecast rate of infill. The provision for landfill restoration has been calculated based on the present value of the expected cost of works to be undertaken. The expected cost of works has been estimated based on current understanding of work required to reinstate the site to a suitable standard. Accordingly, the estimation of the provision required is dependent on the accuracy of the forecast timing of the work, work required and related costs.

Council reviews the landfill restoration provision on an annual basis, including the key assumptions listed below.

	2024	2023
	%	%
Key assumptions:		
- discount rate*	5.039 - 5.885	5.156 - 5.926
- inflation rate**	2.75	3.00

Source: * Milliman Group 100 discount rates

** Reserve Bank of Australia - long term inflation target

Notes to the Financial Report

For the year ended 30 June 2024

	2024	2023
	\$'000	\$'000
5.6 Financing arrangements		
Council has the following funding arrangements in place as at 30 June 2024.		
Credit card facilities	108	96
Treasury Corporation of Victoria facilities	1,483	512
Total facilities	1,591	608
Used facilities	1,502	538
Unused facilities	89	70

Council does not have an overdraft facility.

5.7 Commitments

The Council has entered into the following commitments. Commitments are not recognised in the Balance Sheet. Commitments are disclosed at their nominal value and presented inclusive of the GST payable.

Commitments for expenditure

2024	Not later than	Later than 1	Later than 2	Later than	Total
	1 year	year and not later than 2 years	years and not later than 5 years	5 years	
	\$'000	\$'000	\$'000	\$'000	\$'000
Operating					
Kerbside landfill, recycling and organic waste collection*	2,681	1,926	6,101	2,146	12,854
Computers and telecommunications	893	641	1,555	467	3,556
Maintenance and security of Council buildings	204	99	77	-	380
Cleaning of Council buildings	177	-	-	-	177
Environmental management	741	727	1,060	-	2,528
Recreation facilities management	1,121	1,152	1,184	-	3,457
Other	516	327	215	-	1,058
Total	6,333	4,872	10,192	2,613	24,010
Capital	\$'000	\$'000	\$'000	\$'000	\$'000
Building design and construction	8,528	-	-	-	8,528
Plant and equipment	1,326	-	-	-	1,326
Roads	3,668	2,959	789	-	7,416
Total	13,522	2,959	789	-	17,270
2023	Not later than	Later than 1	Later than 2	Later than	Total
	1 year	year and not later than 2 years	years and not later than 5 years	5 years	
	\$'000	\$'000	\$'000	\$'000	\$'000
Operating					
Kerbside waste collection and landfill management*	2,650	1,122	-	-	3,772
Computers and telecommunications	693	700	671	-	2,064
Maintenance and security of Council buildings	167	94	83	-	344
Cleaning of Council buildings	208	-	-	-	208
Environmental management	683	639	1,739	-	3,061
Recreation facilities management	1,314	1,327	4,059	-	6,700
Other services	388	219	26	-	633
Total	6,103	4,101	6,578	-	16,782

* A new contract entered into for Kerbside landfill, recycling and organic waste collection commencing in December 2024.

Notes to the Financial Report

For the year ended 30 June 2024

2023	Not later than 1 year	Later than 1 year and not later than 2 years	Later than 2 years and not later than 5 years	Later than 5 years	Total
Capital					
Building design and construction	915	822	-	-	1,737
Roads	2,424	1,617	-	-	4,041
Total	3,339	2,439	-	-	5,778

5.8 Leases

At inception of a contract, Council assesses whether a contract is, or contains, a lease. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. To identify whether a contract conveys the right to control the use of an identified asset, it is necessary to assess whether:

- The contract involves the use of an identified asset;
- The customer has the right to obtain substantially all of the economic benefits from use of the asset throughout the period of use; and
- The customer has the right to direct the use of the asset.

This policy is applied to contracts entered into, or changed, on or after 1 July 2019.

As a lessee, Council recognises a right-of-use asset and a lease liability at the lease commencement date. The right-of-use asset is initially measured at cost which comprises the initial amount of the lease liability adjusted for:

- any lease payments made at or before the commencement date less any lease incentives received; plus
- any initial direct costs incurred; and
- an estimate of costs to dismantle and remove the underlying asset or to restore the underlying asset or the site on which it is located.

The right-of-use asset is subsequently amortised using the straight-line method from the commencement date to the earlier of the end of the useful life of the right-of-use asset or the end of the lease term. The estimated useful lives of right-of-use assets are determined on the same basis as those of property, plant and equipment. In addition, the right-of-use asset is periodically reduced by impairment losses, if any, and adjusted for certain measurements of the lease liability.

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted using the interest rate implicit in the lease or, if that rate cannot be readily determined, an appropriate incremental borrowing rate. Generally, Council uses an appropriate incremental borrowing rate as the discount rate.

Lease payments included in the measurement of the lease liability comprise the following:

- Fixed payments;
- Variable lease payments that depend on an index or a rate, initially measured using the index or rate as at the commencement date;
- Amounts expected to be payable under a residual value guarantee; and
- The exercise price under a purchase option that Council is reasonably certain to exercise, lease payments in an optional renewal period if Council is reasonably certain to exercise an extension option, and penalties for early termination of a lease unless Council is reasonably certain not to terminate early.

When the lease liability is remeasured in this way, a corresponding adjustment is made to the carrying amount of the right-of-use asset, or is recorded in profit or loss if the carrying amount of the right-of-use asset has been reduced to zero.

Under AASB 16 Leases, Council as a not-for-profit entity has elected not to measure right-of-use assets at initial recognition at fair value in respect of leases that have significantly below-market terms.

Notes to the Financial Report

For the year ended 30 June 2024

	Plant	IT Equipment	Total
	\$'000	\$'000	\$'000
Right-of-Use Assets			
Balance at 1 July 2023	2,480	94	2,574
Additions	25	-	25
Transfer to Moira assets	(145)	-	(145)
Depreciation charge	(538)	(40)	(578)
Balance at 30 June 2024	1,822	54	1,876

	2024 \$'000	2023 \$'000
Lease Liabilities		
Maturity analysis - contractual undiscounted cash flows		
Less than one year	535	816
One to five years	1,559	2,085
More than five years	-	9
Total undiscounted lease liabilities as at 30 June:	2,094	2,910

Lease liabilities included in the Balance Sheet at 30 June:

Current	465	718
Non-current	1,482	1,948
Total lease liabilities	1,947	2,666

Short-term and low value leases

Council has elected not to recognise right-of-use assets and lease liabilities for short-term leases of machinery that have a lease term of 12 months or less and leases of low-value assets (individual assets worth less than existing capitalisation thresholds for a like asset up to a maximum of AUD\$10,000), including IT equipment. Council recognises the lease payments associated with these leases as an expense on a straight-line basis over the lease term.

Expenses relating to:

Leases of low value assets	230	141
Total	230	141

Non-cancellable lease commitments - Short-term and low-value leases

Commitments for minimum lease payments for short-term and low-value leases are payable as follows:

Within one year	110	71
Later than one year but not later than five years	120	70
Total lease commitments	230	141

Notes to the Financial Report

For the year ended 30 June 2024

Note 6 ASSETS WE MANAGE

6.1 Property, infrastructure, plant and equipment

Summary of property, infrastructure, plant and equipment*

	Restated Carrying Amount 30 June 2023*	Additions	Contributions	Found	Revaluation	Disposal	Write-offs	Transfers	Depreciation	Carrying amount 30 June 2024
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Property*	239,584	1,299	48	-	7,898	-	-	318	(2,049)	247,098
Plant and Equipment	5,329	3,133	-	-	-	(349)	-	65	(1,313)	6,865
Infrastructure*	531,911	6,114	5,396	2,110	4,085	-	-	2,681	(12,186)	540,111
Work in progress	8,261	4,801	-	-	-	-	(1,437)	(3,064)	-	8,561
Total	785,084	15,347	5,445	2,110	11,983	(349)	(1,437)	-	(15,548)	802,635

Summary of Work in Progress

	Opening WIP \$'000	Additions \$'000	Write Off \$'000	Transfers \$'000	Closing WIP \$'000
Property	2,560	2,191	-	(318)	4,433
Plant and Equipment	65	-	-	(65)	-
Infrastructure	5,636	2,610	(1,437)	(2,681)	4,128
Total	8,261	4,801	(1,437)	(3,064)	8,561

* Refer to Note 8.6 for information on restatement of prior period balance.

Notes to the Financial Report

For the year ended 30 June 2024

(a) Property

	Land - specialised*	Land - non specialised	Land improvements	Total Land	Buildings - non specialised	Total Buildings	Work In Progress	Total Property
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Restated								
At fair value 1 July 2023	22,722	117,352	94	140,168	176,753	176,753	2,560	319,481
Accumulated depreciation at 1 July 2023	-	-	(50)	(50)	(77,287)	(77,287)	-	(77,337)
	22,722	117,352	44	140,118	99,466	99,466	2,560	242,144
Movements in fair value								
Additions	-	158	-	158	1,141	1,141	2,191	3,490
Contributions	42	-	-	42	6	6	-	48
Revaluation	3,061	-	-	3,061	8,774	8,774	-	11,835
Disposal	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	318	318	(318)	-
	3,103	158	-	3,261	10,239	10,239	1,873	15,373
Movements in accumulated depreciation								
Depreciation charge	-	-	(4)	(4)	(2,045)	(2,045)	-	(2,049)
Revaluation	-	-	-	-	(3,937)	(3,937)	-	(3,937)
Disposal	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-
	-	-	(4)	(4)	(5,982)	(5,982)	-	(5,986)
At fair value 30 June 2024	25,825	117,510	94	143,429	186,992	186,992	4,433	334,854
Accumulated depreciation at 30 June 2024	-	-	(54)	(54)	(83,269)	(83,269)	-	(83,323)
Carrying amount	25,825	117,510	40	143,375	103,723	103,723	4,433	251,531

* Refer to Note 8.6 for information on restatement of prior period balance.

Notes to the Financial Report

For the year ended 30 June 2024

(b) Plant and Equipment

	Plant machinery and equipment	Fixtures fittings and furniture	Computers and Telecommunicat ions	Pumps [^]	Work In Progress	Total plant and equipment
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
At fair value 1 July 2023	8,449	200	293	1,521	65	10,528
Accumulated depreciation at 1 July 2023	(4,057)	(117)	(218)	(742)	-	(5,134)
	4,392	83	75	779	65	5,394
Movements in fair value						
Additions	3,060	10	24	39	-	3,133
Found	-	-	-	-	-	-
Disposal	(1,323)	-	-	-	-	(1,323)
Transfers	65	-	-	-	(65)	-
	1,802	10	24	39	(65)	1,810
Movements in accumulated depreciation						
Depreciation charge	(1,205)	(19)	(33)	(56)	-	(1,313)
Disposal	974	-	-	-	-	974
Transfers	-	-	-	-	-	-
	(231)	(19)	(33)	(56)	-	(339)
At fair value 30 June 2024	10,251	210	317	1,560	-	12,338
Accumulated depreciation at 30 June 2024	(4,288)	(136)	(251)	(798)	-	(5,473)
Carrying amount	5,963	74	66	762	-	6,865

[^] Pumps previously classified as part of drainage

Notes to the Financial Report

For the year ended 30 June 2024

(c) Infrastructure

	Roads*	Bridges	Kerb and Channel*	Footpaths and Cycleways*	Drainage* ^	Culverts and Floodways	Recreational, leisure and community facilities	Waste Management
Restated	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
At fair value 1 July 2023	388,159	49,872	86,026	43,824	84,004	18,165	19,688	12,594
Accumulated depreciation at 1 July 2023	(88,301)	(16,546)	(21,262)	(9,420)	(23,650)	(5,481)	(8,225)	(8,422)
	299,858	33,326	64,764	34,404	60,354	12,684	11,463	4,172
Movements in fair value								
Additions	3,779	132	303	717	217	78	337	-
Found	-	-	1,419	691	-	-	-	-
Contributions	1,767	-	985	786	1,855	-	4	-
Revaluation	11,668	1,457	(29,802)	(270)	7,764	(35)	132	-
Transfers	1,146	-	177	62	168	26	435	554
	18,360	1,589	(26,918)	1,986	10,004	69	908	554
Movements in accumulated depreciation								
Depreciation charge	(7,366)	(379)	(1,169)	(904)	(894)	(175)	(746)	(193)
Found	-	-	-	-	-	-	-	-
Revaluation	965	(507)	10,220	3,570	(1,008)	16	(80)	-
Transfers	-	-	-	-	-	-	-	-
	(6,401)	(886)	9,051	2,666	(1,902)	(159)	(826)	(193)
At fair value 30 June 2024	406,519	51,461	59,108	45,810	94,008	18,234	20,596	13,148
Accumulated depreciation at 30 June 2024	(94,702)	(17,432)	(12,211)	(6,754)	(25,552)	(5,640)	(9,051)	(8,615)
Carrying amount	311,817	34,029	46,897	39,056	68,456	12,594	11,545	4,533

* Refer to Note 8.6 for information on restatement of prior period balance.

^ Pumps previously classified as part of drainage

Notes to the Financial Report

For the year ended 30 June 2024

(c) Infrastructure (cont.)

	Aerodromes	Other infrastructure	Work In Progress	Total Infrastructure
	\$'000	\$'000	\$'000	\$'000
At fair value 1 July 2023	537	16,372	5,636	724,875
Accumulated depreciation at 1 July 2023	(179)	(5,845)	-	(187,328)
	358	10,527	5,636	537,547
Movements in fair value				
Additions	-	551	2,610	8,724
Found	-	-	-	2,110
Contributions*	-	-	-	5,396
Revaluation**	-	(5)	-	(9,091)
Transfers	-	114	(4,119)	(1,437)
	-	660	(1,509)	5,702
Movements in accumulated depreciation				
Depreciation charge	(16)	(344)	-	(12,186)
Found	-	-	-	-
Revaluation**	-	-	-	13,176
Transfers	-	-	-	-
	(16)	(344)	-	990
At fair value 30 June 2024	537	17,032	4,127	730,577
Accumulated depreciation at 30 June 2024	(195)	(6,189)	-	(186,338)
Carrying amount	342	10,843	4,127	544,239

* Refer to Note 8.6 for information on restatement of prior period balance.

** Revaluation includes charges against the Asset Revaluation Reserve by asset class for some assets where a sufficient reserve balance is maintained.

Notes to the Financial Report

For the year ended 30 June 2024

Acquisition

The purchase method of accounting is used for all acquisitions of assets, being the fair value of assets provided as consideration at the date of acquisition plus any incidental costs attributable to the acquisition. Fair value is the price that would be received to sell an asset (or paid to transfer a liability) in an orderly transaction between market participants at the measurement date. Refer also to Note 8.4 for further disclosure regarding fair value measurement.

Where assets are constructed by Council, cost includes all materials used in construction, direct labour, borrowing costs incurred during construction, and an appropriate share of directly attributable variable and fixed overheads.

In accordance with Council's policy, the threshold limits have applied when recognising assets within an applicable asset class and unless otherwise stated are consistent with the prior year.

Asset recognition thresholds and useful lives

	Useful Life	Threshold Limit \$'000
Property		
Land		
- Land		-
- Land under roads		-
Land improvements	10 to 100 years	5.0
Buildings	65 to 90 years	5.0
Plant and Equipment		
Plant, machinery and equipment	7 years	2.5
Fixtures, fittings and furniture	7 to 25 years	2.0
Pumps	30 years	5.0
Infrastructure		
Sealed roads		
- road seals	19 years	5.0
- road pavement	25 to 80 years	5.0
Unsealed roads		
- road pavement	15 to 25 years	5.0
Laneways		
- concrete	100 years	5.0
- bitumen	18 years	5.0
Bridges		
- timber	80 years	5.0
- steel and concrete	150 years	5.0
Footpaths and cycle ways		
- concrete	60 years	5.0
- gravel	20 years	5.0
- bitumen	30 years	5.0
- brick	40 years	5.0
Drainage		
- main drains	50 to 100 years	5.0
Culverts and flood ways		
- culverts and flood ways	100 years	5.0

Notes to the Financial Report

For the year ended 30 June 2024

	Useful Life	Threshold Limit \$'000
Kerb and channel		
- <i>kerb and channel</i>	75 years	5.0
- <i>traffic islands</i>	50 years	5.0
Recreational, leisure and community facilities		
- <i>playground equipment</i>	20 years	2.0
Parks, open space and streetscapes	10 to 100 years	5.0
Aerodromes	10 to 100 years	2.0
Waste Management	10 to 100 years	5.0
Other infrastructure assets	10 to 100 years	5.0

Land under roads

Council recognises land under roads it controls at fair value.

Depreciation

Buildings, land improvements, plant and equipment, infrastructure, and other assets having limited useful lives are systematically depreciated over their useful lives to the Council in a manner which reflects consumption of the service potential embodied in those assets. Estimates of remaining useful lives and residual values are made on a regular basis with major asset classes reassessed annually. Depreciation rates and methods are reviewed annually.

Road earthworks are not depreciated on the basis that they are assessed as not having a limited useful life.

Where assets have separate identifiable components that are subject to regular replacement, these components are assigned distinct useful lives and residual values and a separate depreciation rate is determined for each component.

Straight line depreciation is charged based on the remaining useful life as determined each year.

Depreciation periods used are listed above and are consistent with prior year unless otherwise stated.

Repairs and maintenance

Where the repair relates to the replacement of a component of an asset and the cost exceeds the capitalisation threshold the cost is capitalised and depreciated. The carrying value of the replaced asset is expensed.

Valuation of land and buildings

The date and type of the current valuation is detailed in the following table.

	Level 1 \$'000	Level 2 \$'000	Level 3 \$'000	Date of Valuation	Type of Valuation
Land - specialised	-	-	25,825	06/2024	Index
Land - non specialised	-	-	117,510	12/2022	Full
Land improvements	-	-	40	06/2023	Full
Buildings - non specialised	-	-	103,723	06/2024	Index
Total	-	-	247,098		

Notes to the Financial Report

For the year ended 30 June 2024

Details of Council's land and buildings and information about the fair value hierarchy as at 30 June 2024 are as follows:

Land assets were valued by Marcus Hann (AAPI) of LG Valuation Services Pty Ltd as at 31 December 2022. The valuation of land is at fair value being market value based on highest and best use permitted by relevant land planning provisions. The valuation process involved an inspection of each asset to identify and value each property's fair value.

Land under Roads were valued as at 30 June 2024 by a team of in-house professional staff in accordance with the "Englobo Method" of calculation provided in the Department of Planning and Community Development Circular 15/11. The Englobo Method of valuation of land under roads is a calculation based on the area of the unimproved value of all land within the municipality discounted by 90% multiplied by the area of land under roads.

Any significant movements in the unobservable inputs for land and land under roads will have a significant impact on the fair value of these assets.

Buildings were valued as at 30 June 2024 based on indexation calculation. A unit rate and effective life review conducted by a team of in-house professional staff.

Valuation of infrastructure

The date and type of the current valuation is detailed in the following table.

	Level 1	Level 2	Level 3	Date of	Type of
	\$'000	\$'000	\$'000	Valuation	Valuation
Roads	-	-	311,817	06/2024	Index
Bridges	-	-	34,029	06/2024	Index
Kerb and channel	-	-	46,897	06/2024	Full
Footpaths and cycle ways	-	-	39,056	06/2024	Full
Drainage	-	-	68,456	06/2024	Full
Culverts and Floodways	-	-	12,594	06/2023	Full
Recreational, leisure and community facilities	-	-	11,545	06/2024	Index
Waste Management	-	-	4,533	06/2020	Full
Other Infrastructure	-	-	10,843	06/2023	Index
Total	-	-	539,770		

Details of Council's infrastructure assets and information about the fair value hierarchy as at 30 June 2024 are as follows:

The valuation is at fair value based on current replacement cost less accumulated depreciation as at the date of valuation.

Roads were valued as at 30 June 2024 based on indexation calculation. A unit rate and effective life review conducted by a team of in-house professional staff.

Bridges were valued as at 30 June 2024 based on indexation calculation. A unit rate and effective life review conducted by a team of in-house professional staff.

Kerb and channel were valued as at 30 June 2024 based on a condition assessment conducted by Asset Lab Pty Ltd. A unit rate and effective life review conducted by a team of in-house professional staff.

Footpaths and cycle ways were valued as at 30 June 2024 based on a condition assessment conducted by Asset Lab Pty Ltd. A unit rate and effective life review conducted by a team of in-house professional staff.

Drainage assets were valued as at 30 June 2024 based on a condition assessment conducted by Asset Lab Pty Ltd. A unit rate and effective life review conducted by a team of in-house professional staff.

Notes to the Financial Report

For the year ended 30 June 2024

Culverts and Floodways were valued as at 30 June 2023 based on a condition assessment conducted by Shepherd Services and Council's engineering staff. A unit rate and effective life review conducted by a team of in-house professional staff.

Recreational, leisure and community facilities (playground equipment) were valued as at 30 June 2024 based on indexation calculation. A unit rate and effective life review conducted by a team of in-house professional staff.

Waste Management assets were valued as at 30 June 2020 based on a condition assessment. A unit rate and effective life review conducted by a team of in-house professional staff, under the direction of Mr Scott Draper, Manager Sustainability.

Aerodrome through the 2023/24 review of asset classes that are subject to revaluation, Council officers identified that the Aerodrome asset class has been previously carried at fair value, however this accounting policy is not deemed appropriate due to the cost vs. benefit of fair valuing this immaterial class of assets, which is predominately located underground. Refer to Note 10 for the accounting policy change pertaining to the valuation methodology applied to Aerodrome assets.

Description of significant unobservable inputs into level 3 valuations.

Specialised land and land under roads is valued using a market based direct comparison technique. Significant unobservable inputs include the extent and impact of restriction of use and the market cost of land per square metre. The extent and impact of restrictions on use varies and results in a reduction to surrounding land values between 5% and 95%. The market value of land varies significantly depending on the location of the land and the current market conditions.

Infrastructure assets are valued based on the current replacement cost. Significant unobservable inputs include the current replacement cost and remaining useful lives of infrastructure. The remaining useful lives of infrastructure assets are determined on the basis of the current condition of the asset and vary from 2 years to 150 years. Replacement cost is sensitive to changes in market conditions, with any increase or decrease in cost flowing through to the valuation. Useful lives of infrastructure are sensitive to changes in use, expectations or requirements that could either shorten or extend the useful lives of infrastructure assets.

	2024	2023
	\$'000	\$'000
Specialised land		
Land under roads	25,825	22,699
Total specialised land	<u>25,825</u>	<u>22,699</u>

Notes to the Financial Report

For the year ended 30 June 2024

6.2 Investments in associates and joint arrangements

(a) Investments in associates

Goulburn Valley Regional Library Corporation

Goulburn Valley Regional Library Corporation

Background

The Goulburn Valley Regional Library Corporation is an entity which has been established to serve three northern Victorian councils; Moira Shire Council, Greater Shepparton City Council and Strathbogie Shire Council. Each Council has two committee representatives on the Board of Directors plus a community representative.

Each member council contributes financially to the operation of the Corporation based on the ratio of their population base. Contribution payments are considered a 'fee for service' on a commercial basis and are relative to the services the Corporation provides. The amount of financial contributions does not bring with it any additional voting rights or influence on the library activities and therefore greater power or control.

	2024 \$'000	2023 \$'000
Fair value of Council's investment in Goulburn Valley Regional Library Corporation	888	906
Council's share of accumulated surplus/(deficit)		
Council's share of accumulated surplus(deficit) at start of year	67	34
Revised surplus(deficit) for prior year	(23)	16
Reported surplus(deficit) for year	5	17
Council's share of accumulated surplus(deficit) at end of year	49	67
Council's share of reserves		
Council's share of reserves at start of year	839	839
Council's share of reserves at end of year	839	839
Movement in carrying value of specific investment		
Carrying value of investment at start of year	906	873
Revised surplus(deficit) for prior year	(23)	16
Share of surplus(deficit) for year	5	17
Carrying value of investment at end of year	888	906
Council' share of expenditure commitments		
Operating commitments	40	40
Council share of expenditure commitments	40	40

(b) Joint Arrangement

Creekside Estate Nathalia - Joint Venture

Creekside Estate Nathalia - Joint Venture

Background

This was a joint venture between Moira Shire Council and Northern Victoria Finances Limited to develop land in Nathalia into a 22 lot residential estate. Moira Shire Council had a 50% share of the joint venture.

All land has been sold. The joint venture wound up operations in October 2023 and profits disbursed.

Notes to the Financial Report

For the year ended 30 June 2024

	2024 \$'000	2023 \$'000
Fair value of Council's investment in Creekside Estate Nathalia - Joint Venture	<u>-</u>	<u>490</u>
Council's share of accumulated surplus/(deficit)		
Council's share of accumulated surplus(deficit) at start of year	-	93
Reported surplus(deficit)	103	(93)
Council's share of accumulated surplus(deficit) at end of year	<u>103</u>	<u>-</u>
Movement in carrying value of specific investment		
Carrying value of investment at start of year	490	583
Share of surplus(deficit)	103	(93)
Settlement of dissolved joint venture	(593)	-
Carrying value of investment at end of year	<u>-</u>	<u>490</u>

The accounts for Creekside Estate Nathalia - Joint Venture are submitted as unaudited.

Associates are all entities over which Council has significant influence but not control or joint control. Investments in associates are accounted for using the equity method of accounting, after initially being recognised at cost.

Investments in joint arrangements are classified as either joint operations or joint ventures depending on the contractual rights and obligations each investor has, rather than the legal structure of the joint arrangement.

For joint operations, Council recognises its direct right to, and its share of jointly held assets, liabilities, revenues and expenses of joint operations.

Interests in joint ventures are accounted for using the equity method. Under this method, the interests are initially recognised in the consolidated balance sheet at cost and adjusted thereafter to recognise Council's share of the post-acquisition profits or losses and movements in other comprehensive income in profit or loss and other comprehensive income respectively.

(c) Community Asset Committees

All entities controlled by Council that have material revenues, expenses, assets or liabilities, such as Moira community asset committees, have been included in this financial report. Any transactions between these entities and Council have been eliminated in full.

Notes to the Financial Report

For the year ended 30 June 2024

Note 7 PEOPLE AND RELATIONSHIPS

7.1 Council and key management remuneration

(a) Related Parties

Parent entity

Moirā Shire Council is the parent entity.

Associates and joint ventures

Interests in associates and joint ventures are detailed in Note 6.2.

(b) Key Management Personnel

Key management personnel (KMP) are those people with the authority and responsibility for planning, directing and controlling the activities of Moirā Shire Council. The Administrators, Chief Executive Officer and Directors are deemed KMP.

Administrators

Administrator John Tanner AM (Chair) 01 July 2023 to 9 June 2024

Administrator Dr Graeme Emonson PSM (Administrator) - 01 July 2023 to 9 June 2024
(Chair) - 10 June 2024 to 30 June 2024

Administrator Suzanna Sheed AM - 01 July 2023 to 30 June 2024

Executive Officers

Clare Keenan - Chief Executive Officer - 01 July 2023 to 30 August 2023*

Joshua Lewis - Acting Chief Executive Officer - 01 July 2023 to 22 October 2023

- Director Infrastructure Services - 23 October 2023 to 05 April 2024

Michael Tudball - Acting Chief Executive Officer - 23 October 2023 to 21 January 2024

Matthew Morgan - Chief Executive Officer - 22 January 2024 to 30 June 2024

Matthew Jarvis - Chief Financial Officer - 01 July 2023 to 13 October 2023

- Acting Director Sustainable Communities - 14 October 2023 to 14 January 2024

- Chief Financial Officer - 15 January 2024 to 13 February 2024

- Director Corporate Performance - 14 February 2024 to 31 May 2024

Scott Williams - Director Community - 15 January 2024 to 30 June 2024

Bryan Sword - Director Sustainable Development - 22 January 2024 to 30 June 2024

Amanda Chadwick - Acting Director Corporate, Governance and Performance - 01 July 2023 to 31 December 2023

- Executive Manager Corporate Governance - 01 January 2024 to 30 June 2024

Janet Martin - Acting Director Sustainable Communities - 01 July 2023 to 13 October 2023

Damien Burton - Acting Director Infrastructure Services - 10 July 2023 to 21 November 2023

Beau Mittner - Acting Chief Financial Officer - 13 September 2023 to 22 December 2023

Andrea Noonan - Acting Executive Manager People and Safety - 19 February 2024 to 30 June 2024

Justin Hanrahan - Acting Director Infrastructure - 08 April 2024 to 30 June 2024

Eva Salib - Acting Director Corporate Performance - 03 June 2024 to 30 June 2024

* Clare Keenan was on extended paid leave whilst in the position of Chief Executive Officer.

	2024	2023
	No.	No.
Total Number of Councillors	-	11
Total Number of Administrators	3	3
Total of Chief Executive Officer and other Key Management Personnel	14	10
Total Number of Key Management Personnel	<u>17</u>	<u>24</u>

Notes to the Financial Report

For the year ended 30 June 2024

(c) Remuneration of Key Management Personnel

Remuneration comprises employee benefits including all forms of consideration paid, payable or provided by Council, or on behalf of the Council, in exchange for services rendered. Remuneration of Key Management Personnel and Other senior staff is disclosed in the following categories.

Short-term employee benefits include amounts such as wages, salaries, annual leave or sick leave that are usually paid or payable on a regular basis, as well as non-monetary benefits such as allowances and free or subsidised goods or services.

Other long-term employee benefits include long service leave, other long service benefits or deferred compensation.

Post-employment benefits include pensions, and other retirement benefits paid or payable on a discrete basis when employment has ceased.

Termination benefits include termination of employment payments, such as severance packages.

	2024	2023
	\$'000	\$'000
Total remuneration of key management personnel was as follows:		
Short-term employee benefits	2,158	1,566
Other long-term employee benefits	5	20
Post-employment benefits	220	158
Termination benefits	661	-
Total	3,044	1,744

	2024	2023
	No.	No.
The numbers of key management personnel whose total remuneration (excluding termination benefits) from Council fall within the following bands:		
\$0 - \$9,999	-	3
\$10,000 - \$19,999	1	2
\$20,000 - \$29,999	-	7
\$30,000 - \$39,999	1	1
\$40,000 - \$49,999	1	-
\$50,000 - \$59,999	-	2
\$70,000 - \$79,999	3	1
\$80,000 - \$89,999	2	-
\$90,000 - \$99,999	1	2
\$140,000 - \$149,999	-	1
\$150,000 - \$159,999	1	-
\$170,000 - \$179,999	-	1
\$190,000 - \$199,999	1	-
\$200,000 - \$209,999	1	-
\$210,000 - \$219,999	2	1
\$220,000 - \$229,999	1	1
\$240,000 - \$249,999	-	1
\$260,000 - \$269,999	1	1
\$320,000 - \$329,999	1	-
Total	17	24

(d) Remuneration of other senior staff

Other senior staff are officers of Council, other than Key Management Personnel, whose total remuneration exceeds \$170,000 and who report directly to a member of the KMP.

Comparatives may not match the previous year's annual report disclosures for senior officers. The other senior staff remuneration threshold under 7.1(d) has been increased to \$170k for 2023-24.

Notes to the Financial Report

For the year ended 30 June 2024

	2024	2023
	\$'000	\$'000
Total remuneration of other staff was as follows:		
Short-term employee benefits	462	337
Other Long-term employee benefits	24	20
Post-employment benefits	48	-
Total	534	357

	2024	2023
	No.	No.
The number of other senior staff are shown below in their relevant income bands:		
\$170,000 - \$179,999	2	1
\$180,000 - \$189,999	1	1
Total	3	2

	2024	2023
	\$'000	\$'000

7.2 Related party disclosure

(a) Transactions with related parties

During the period Council entered into the following transactions with related parties.

(i) Fees and charges charged to entities controlled by key management personnel	-	43
(ii) Employee expenses for close family members of key management personnel	44	77
(iii) Purchase of materials and services from associates of key management personnel	257	92
(iv) Purchase of materials and services from entities controlled by key management personnel	-	14

(i) The fees and charges charged to associates and entities controlled by key management personnel were in accordance with the schedule of fees and charges adopted by Council.

(ii) All close family members of key management personnel were employed through an arm's length process. They are paid in accordance with the Award for the job they perform. Council employs 250 staff of which only one is a close family member of key management

(iii) Council purchased the following material and services from associates of key management personnel. All purchases were at arm's length and were in the normal course of Council operations:

- (1) Construction services - \$85,938
- (2) Legal services - \$170,716

As at 30 June 2024 there was \$129,867 owed by Council to these entities.

(iv) Council did not purchase any material and services from entities that are controlled by members of key management personnel. As at 30 June 2024 there were no amounts owed by Council.

(b) Outstanding balances with related parties

The following balances are outstanding at the end of the reporting period in relation to transactions with related parties:

(i) Fees and charges charged to entities controlled by key management personnel	-	3
(ii) Employee expenses for close family members of key management personnel	1	1

No expense has been recognised in the current year or prior year for bad or doubtful debts in respect of amounts owed by related parties.

(c) Loans to / from related parties

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

(d) Commitments to / from related parties

The aggregate amount of commitments in existence at balance date that have been made, guaranteed or secured by the Council to a related party are as follows:

(i) Moira Shire is committed to paying an annual contribution to Goulburn Valley Regional Library Corporation for the provision of library services at four locations and a mobile library service, 2023/24: \$836,287 (2022/23: \$819,889).

Notes to the Financial Report

For the year ended 30 June 2024

Note 8 MANAGING UNCERTAINTIES

8.1 Contingent assets and liabilities

Contingent assets and contingent liabilities are not recognised in the Balance Sheet, but are disclosed and if quantifiable, are measured at nominal value. Contingent assets and liabilities are presented inclusive of GST receivable or payable, respectively.

(a) Contingent assets

Contingent assets are possible assets that arise from past events, whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the Council.

Disaster Recovery Funding Arrangements (DRFA) claims

Council has submitted 15 claims under Disaster Recovery Funding Arrangements (DRFA) for the October 2022 Flood Event (AGRN 1037) for costs incurred up to 30 June 2024, these claims totalling \$611,048 have yet to be assessed and paid. Council has also submitted a further 10 estimates under Category B Reconstruction Works for repairs to its roads network from the October 2022 Flood Event (AGRN 1037)

Non-Monetary asset contributions

Contributed non-current assets from development activities are expected to be received in 2024/25 in respect of property subdivisions under development. As the volume and type of assets to be contributed are unknown, it is not practicable for Council to disclose an estimate of the assets expected to be received.

(b) Contingent liabilities

Contingent liabilities are:

- possible obligations that arise from past events, whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the Council; or
- present obligations that arise from past events but are not recognised because:
 - a. it is not probable that an outflow of resources embodying economic benefits will be required to settle the obligation; or
 - b. the amount of the obligation cannot be measured with sufficient reliability.

Bank guarantees

Council has two open-ended bank guarantees totalling \$697,500 for landfill and quarry rehabilitation performance obligations.

Superannuation

Council has obligations under a defined benefit superannuation scheme that may result in the need to make additional contributions to the scheme, matters relating to this potential obligation are outlined below. As a result of the volatility in financial markets the likelihood of making such contributions in future periods exists.

Liability Mutual Insurance

Council was a participant of the MAV Liability Mutual Insurance (LMI) Scheme, concluding on 30 June 2022. The LMI scheme provides public liability and professional indemnity insurance cover. The LMI scheme states that each participant will remain liable to make further contributions to the scheme in respect of any insurance year in which it was a participant to the extent of its participant's share of any shortfall in the provision set aside in respect of that insurance year, and such liability will continue whether or not the participant remains a participant in future insurance years.

Notes to the Financial Report

For the year ended 30 June 2024

8.2 Change in accounting standards

Certain new Australian Accounting Standards and interpretations have been published that are not mandatory for the 30 June 2024 reporting period. Council assesses the impact of these new standards.

In December 2022 the Australian Accounting Standards Board (AASB) issued AASB 2022-10 Amendments to Australian Accounting Standards - Fair Value Measurement of Non-Financial Assets of Not-for-Profit Public Sector Entities to modify AASB 13 Fair Value Measurement. AASB 2022-10 amends AASB 13 Fair Value Measurement for fair value measurements of non-financial assets of not-for-profit public sector entities not held primarily for their ability to generate net cash inflows. The AASB 13 modifications:

- are applicable only to not-for-profit public sector entities;
- are limited to fair value measurements of non-financial assets not held primarily for their ability to generate net cash inflows;
- are to be applied prospectively for annual periods beginning on or after 1 January 2024;
- would not necessarily change practice for some not-for-profit public sector entities; and
- do not indicate that entities changing practice in how they measure relevant assets made an error in applying the existing requirements of AASB 13.

Council will assess any impact of the modifications to AASB 13 ahead of the 2024-25 reporting period.

In December 2022 the Australian Accounting Standards Board (AASB) issued AASB 2022-6 Amendments to Australian Accounting Standards - Non-current Liabilities with Covenants. AASB 2022-6 amends AASB 101 Presentation of Financial Statements to improve the information an entity provides in its financial statements about long-term liabilities with covenants where the entity's right to defer settlement of those liabilities for at least twelve months after the reporting period is subject to the entity complying with conditions specified in the loan arrangement. The amendments in AASB 2022-6 are effective for annual periods beginning on or after 1 January 2024. Council will assess any impact of the modifications to AASB 101 ahead of the 2024-25 reporting period.

8.3 Financial instruments

(a) Objectives and policies

The Council's principal financial instruments comprise cash assets, term deposits, receivables (excluding statutory receivables), payables (excluding statutory payables) and TCV borrowings. Details of material accounting policy information and methods adopted, including the criteria for recognition, the basis of measurement and the basis on which income and expenses are recognised, in respect of each class of financial asset, financial liability and equity instrument is disclosed in the notes of the financial statements.

Risk management is carried out by senior management under policies approved by the Council. These policies include identification and analysis of the risk exposure to Council and appropriate procedures, controls and risk minimisation.

(b) Market risk

Market risk is the risk that the fair value or future cash flows of council financial instruments will fluctuate because of changes in market prices. The Council's exposure to market risk is primarily through interest rate risk with only insignificant exposure to other price risks and no exposure to foreign currency risk.

Interest rate risk

Interest rate risk refers to the risk that the value of a financial instrument or cash flows associated with the instrument will fluctuate due to changes in market interest rates. Council's interest rate liability risk arises primarily from long term loans and borrowings at fixed rates which exposes council to fair value interest rate risk. Cash flow interest rate risk is the risk that the future cash flows of a financial instrument will fluctuate because of changes in market interest rates. Council mitigates this risk by investing in fixed term deposit facilities that are rated within the credit rating thresholds as noted in Council's Investment Policy. Council has minimal exposure to cash flow interest rate risk through its cash and deposits that are at floating rates.

Investment of surplus funds is made with approved financial institutions under the *Local Government Act 2020*. Council manages interest rate risk by adopting an investment policy that ensures:

- diversification of investment product;
- monitoring of return on investment; and
- benchmarking of returns and comparison with budget.

Notes to the Financial Report

For the year ended 30 June 2024

There has been no significant change in the Council's exposure, or its objectives, policies and processes for managing interest rate risk or the methods used to measure this risk from the previous reporting period.

Interest rate movements have been significant during the year to have an impact on the Council's year end result, interest income on investments has increased \$1.45M on the previous financial year.

(c) Credit risk

Credit risk is the risk that a contracting entity will not complete its obligations under a financial instrument and cause Council to make a financial loss. Council have exposure to credit risk on some financial assets included in the balance sheet. Particularly significant areas of credit risk exist in relation to outstanding fees and fines as well as receivables from sporting clubs and associations. To help manage this risk:

- Council have a policy for establishing credit limits for the entities Council deal with;
- Council may require collateral where appropriate; and
- Council only invest surplus funds with financial institutions which have a recognised credit rating specified in Council's investment policy.

Receivables consist of a large number of customers, spread across the ratepayer, business and government sectors. Credit risk associated with the Council's financial assets is minimal because the main debtor is secured by a charge over the rateable property.

There are no material financial assets which are individually determined to be impaired.

Council may also be subject to credit risk for transactions which are not included in the balance sheet, such as when Council provide a guarantee for another party. Details of our contingent liabilities are disclosed in Note 8.1(b).

The maximum exposure to credit risk at the reporting date to recognised financial assets is the carrying amount, net of any allowance for impairment of those assets, as disclosed in the balance sheet and notes to the financial statements. Council does not hold any collateral.

(d) Liquidity risk

Liquidity risk includes the risk that, as a result of Council's operational liquidity requirements it will not have sufficient funds to settle a transaction when required or will be forced to sell a financial asset at below value or may be unable to settle or recover a financial asset.

To help reduce these risks Council:

- targets to maintain a minimum and average level of cash and cash equivalents;
- has readily accessible standby facilities and other funding arrangements in place;
- has a liquidity portfolio structure that requires surplus funds to be invested within various bands of liquid instruments;
- monitors budget to actual performance on a regular basis; and
- set limits on borrowings relating to the percentage of loans to rate revenue and percentage of loan principal repayments to rate revenue.

The Council's maximum exposure to liquidity risk is the carrying amounts of financial liabilities as disclosed on the face of the balance sheet, and is deemed insignificant based on prior periods' data and current assessment of risk.

There has been no significant change in Council's exposure, or its objectives, policies and processes for managing liquidity risk or the methods used to measure this risk from the previous reporting period.

With the exception of borrowings, all financial liabilities are expected to be settled within normal terms of trade. Details of the maturity profile for borrowings are disclosed at Note 5.4.

Unless otherwise stated, the carrying amounts of financial instruments reflect their fair value.

Notes to the Financial Report

For the year ended 30 June 2024

(e) Sensitivity disclosure analysis

Taking into account past performance, future expectations, economic forecasts, and management's knowledge and experience of the financial markets, Council believes the following movements are 'reasonably possible' over the next 12 months:

- A parallel shift of +0.9% and -1.1% in market interest rates (AUD) from year-end rates of 4.35%.

These movements will not have a material impact on the valuation of Council's financial assets and liabilities. Interest income would be impacted as would borrowing costs, as funds are drawn down. It is not expected this will have a material impact on the results of Council's operations.

8.4 Fair value measurement

Fair value hierarchy

Council's financial assets and liabilities are not valued in accordance with the fair value hierarchy, Council's financial assets and liabilities are measured at amortised cost.

Council measures certain assets and liabilities at fair value where required or permitted by Australian Accounting Standards. AASB 13 Fair value measurement, aims to improve consistency and reduce complexity by providing a definition of fair value and a single source of fair value measurement and disclosure requirements for use across Australian Accounting Standards.

All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorised within a fair value hierarchy, described as follows, based on the lowest level input that is significant to the fair value measurement as a whole:

Level 1 — Quoted (unadjusted) market prices in active markets for identical assets or liabilities

Level 2 — Valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable; and

Level 3 — Valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable.

For the purpose of fair value disclosures, Council has determined classes of assets and liabilities on the basis of the nature, characteristics and risks of the asset or liability and the level of the fair value hierarchy as explained above.

In addition, Council determines whether transfers have occurred between levels in the hierarchy by re-assessing categorisation (based on the lowest level input that is significant to the fair value measurement as a whole) at the end of each reporting period.

Revaluation

Subsequent to the initial recognition of assets, non-current physical assets, other than plant and equipment, are measured at their fair value, being the price that would be received to sell an asset (or paid to transfer a liability) in an orderly transaction between market participants at the measurement date. For plant and equipment carrying amount is considered to approximate fair value given short useful lives. At balance date, the Council reviewed the carrying value of the individual classes of assets measured at fair value to ensure that each asset materially approximated its fair value. Where the carrying value materially differed from the fair value at balance date, the class of asset was revalued.

Fair value valuations are determined in accordance with a valuation hierarchy. Changes to the valuation hierarchy will only occur if an external change in the restrictions or limitations of use of an asset result in changes to the permissible or practical highest and best use of the asset. In addition, Council undertakes a formal revaluation of land, buildings, and infrastructure assets on a regular basis ranging from three to five years. The valuation is performed either by experienced council officers or independent experts. The following table sets out the frequency of revaluations by asset class.

Notes to the Financial Report

For the year ended 30 June 2024

Asset class	Revaluation frequency
Land	4 years
Land under roads	4 years
Buildings	4 years
Bridges	4 years
Culverts and Floodways	4 years
Drainage	4 years
Footpaths and cycleways	4 years
Kerb and Channel	4 years
Parks, open space and streetscapes	4 years
Recreational, leisure and community facilities	4 years
Roads	3 years
Other infrastructure assets	4 years

Where the assets are revalued, the revaluation increments are credited directly to the asset revaluation reserve except to the extent that an increase reverses a prior year decrement for that class of asset that had been recognised as an expense in which case the increase is recognised as revenue up to the amount of the expense. Revaluation decreases are recognised as an expense except where prior increases are included in the asset revaluation reserve for that class of asset in which case the decrease is taken to the reserve to the extent of the remaining increases. Within the same class of assets, revaluation increases and decreases within the year are offset.

Impairment of assets

At each reporting date, the Council reviews the carrying value of its assets to determine whether there is any indication that these assets have been impaired. If such an indication exists, the recoverable amount of the asset, being the higher of the asset's fair value less costs of disposal and value in use, is compared to the assets carrying value. Any excess of the assets carrying value over its recoverable amount is expensed to the comprehensive income statement, unless the asset is carried at the revalued amount in which case, the impairment loss is recognised directly against the revaluation surplus in respect of the same class of asset to the extent that the impairment loss does not exceed the amount in the revaluation surplus for that same class of asset.

Impairment Indicator - Flood Impacted Roads

In October 2022, a flood event occurred across Victoria, a Disaster Recovery event (AGRN 1037) was declared. This flood event impacted some of Council's road network, which required a condition assessment to be undertaken in order to assess the damage and restoration works required. The condition assessment had been performed by Shepherd Services and the updated condition data for Council's road network was uploaded in Council's asset management system in order to adjust asset carrying values to reflect current condition. Any impairment in carrying value as a result of declining asset condition has been applied against the revaluation reserve to offset previous revaluation increments.

8.5 Events occurring after balance date

No matters have occurred after balance date that require disclosure in the financial report.

8.6 Prior period adjustment

Through processing developer contributions during the 2023/24 financial year, Council identified contributed assets totalling \$10.179 million, which had practical completion sign-off date during the 2022/23 financial year.

In the year ended 30 June 2024, these contributed assets have been brought to account by retrospectively restating the asset closing balances recorded as at 30 June 2023 as well as the non-monetary contributions reported in the Comprehensive Income Statement.

	2022/23
Contributed property, infrastructure, plant and equipment	\$'000
Drainage	3,105
Footpaths	2,220
Kerb & Channel	1,954
Land - specialised	23
Roads	2,877
2022/23 Contributed Assets Adjustment	10,179

Notes to the Financial Report

For the year ended 30 June 2024

	2022/23 Original Balance	2022/23 Adjustment increase/ (decrease)	2022/23 Restated Balance
	\$'000	\$'000	\$'000
<i>Reconciliation of changes to the 2022/23 Comprehensive Income Statement:</i>			
Comprehensive income Statement			
Contributions - non monetary	3,952	10,179	14,131
Total income / revenue after adjusted balances	80,230	10,179	90,409
Surplus for the year after adjusted balances	15,442	10,179	25,621
<i>Reconciliation of changes to the 2022/23 Balance Sheet:</i>			
Balance Sheet			
Property, infrastructure, plant and equipment	774,905	10,179	785,084
Total non-current assets	785,594	10,179	795,773
Total Assets after adjusted balances	860,142	10,179	870,321
<i>Reconciliation of changes to the 2022/23 Statement of Changes in Equity</i>			
Statement of Changes in Equity			
Accumulated Surplus	258,536	10,179	268,715
Reserves	568,098	-	568,098
Total Equity	826,634	10,179	836,813
<i>Reconciliation of changes to the 2022/23 figures in Note 3.5(b) Contributions - Non Monetary</i>			
Contributions of non monetary assets			
Land	3	-	3
Land - specialised	-	23	23
Roads	914	2,877	3,791
Kerb and channel	776	1,954	2,730
Footpaths and cycle ways	956	2,220	3,176
Drainage	1,303	3,105	4,408
Total non monetary contributions	3,952	10,179	14,131
<i>Reconciliation of changes to the 2022/23 figures in Note 6.1 Property, infrastructure, plant and equipment</i>			
6.1 Property, infrastructure, plant and equipment			
Property	239,561	23	239,584
Infrastructure	521,754	10,156	531,910
Total	774,126	10,179	784,305
6.1 (a) Property			
Land - specialised	22,699	23	22,722
Total Property	239,561	23	239,584
6.1 (c) Infrastructure			
Drainage	57,249	3,105	60,354
Footpaths	32,184	2,220	34,404
Kerb & Channel	62,810	1,954	64,764
Roads	296,981	2,877	299,858
Total infrastructure*	521,754	10,156	531,910

Notes to the Financial Report

For the year ended 30 June 2024

Note 9 OTHER MATTERS

9.1 Reserves

(a) Asset revaluation reserves

2024

Property

	Balance at beginning of reporting period \$'000	Increase (decrease)* \$'000	Balance at end of reporting period \$'000
Land	71,714	-	71,714
Land under roads	16,750	3,061	19,811
Land Improvements	13,731	-	13,731
Buildings	74,195	4,837	79,032
	176,390	7,898	184,288

Infrastructure

Roads	243,435	12,633	256,068
Bridges	24,556	950	25,506
Kerb and channel	29,789	(19,582)	10,207
Footpaths and cycle ways	33,943	3,301	37,244
Drainage	31,052	6,756	37,808
Culverts and floodways	15,819	(19)	15,800
Recreational, leisure and community facilities	1,747	52	1,799
Other infrastructure	2,215	-	2,215
	382,556	4,091	386,647
Total asset revaluation reserves	558,946	11,989	570,935

2023

Property

Land	43,371	28,343	71,714
Land under roads	4,667	12,083	16,750
Land Improvements	13,731	-	13,731
Buildings	58,297	15,898	74,195
	120,066	56,324	176,390

Infrastructure

Roads	165,857	77,578	243,435
Bridges	20,623	3,933	24,556
Kerb and channel	21,976	7,813	29,789
Footpaths and cycle ways	30,726	3,217	33,943
Drainage	23,344	7,708	31,052
Culverts and floodways	9,200	6,619	15,819
Recreational, leisure and community facilities	1,749	(2)	1,747
Other infrastructure	1,077	1,138	2,215
	274,552	108,004	382,556
Total asset revaluation reserves	394,618	164,328	558,946

* Increase/(decrease) includes disposal of written-off infrastructure assets where a sufficient balance is maintained in the Asset Revaluation Reserve.

The asset revaluation reserve is used to record the increased (net) value of Council's assets over time.

Notes to the Financial Report

For the year ended 30 June 2024

(b) Other reserves

	Balance at beginning of reporting period	Transfer from accumulated surplus	Transfer to accumulated surplus	Balance at end of reporting period
	\$'000	\$'000	\$'000	\$'000
2024				
Recreational open space reserve	1,210	837	-	2,047
Car parking reserve	140	-	-	140
Net gain native vegetation reserve	143	-	-	143
Botts Road - MV Highway intersection reserve	276	-	-	276
Yarrawonga Wetlands drainage reserve	100	-	-	100
Yarrawonga Five Ways intersection reserve	46	-	-	46
Capital works carried forward reserve	7,237	3,084	-	10,321
Total Other reserves	9,152	3,921	-	13,073
2023				
Recreational open space reserve	1,033	177	-	1,210
Car parking reserve	140	-	-	140
Net gain native vegetation reserve	143	-	-	143
Botts Road - MV Highway intersection reserve	276	-	-	276
Yarrawonga Wetlands drainage reserve	100	-	-	100
Yarrawonga Five Ways intersection reserve	46	-	-	46
Capital works carried forward reserve	34,930	-	(27,693)	7,237
Total Other reserves	36,668	177	(27,693)	9,152

Recreational open space reserve has been established in accordance with the Sub-division Act 1988 and is used to develop strategically located parks and reserves for the benefit of the residents in the municipality.

Car parking reserve has been established under the Planning and Environment Act 1987 and is used to provide adequate car parking spaces within the municipality.

Net gain native vegetation reserve has been established under the Planning and Environment Act 1987 and is used to fulfil Council's obligation in regard to planting of native vegetation.

Botts Road - MV Highway intersection reserve has been established to allocate funds provided by developers to improving the intersection of Botts Road and the Murray Valley Highway in Yarrawonga.

Yarrawonga Wetlands drainage reserve has been established to allocate funds provided by developers to improving the drainage in the Yarrawonga wetlands.

Yarrawonga Five Ways intersection reserve has been established to allocate funds provided by developers to improving the five ways intersection of Woods, South, Cahills and Old Wilby Roads and Gilmore Street Yarrawonga.

Capital works carried forward reserve represents Council funds allocated for capital works not completed as at the end of the financial year, this excludes income from capital grants, contributions or loans attributable to the capital works project.

Notes to the Financial Report

For the year ended 30 June 2024

	2024	Restated 2023
	\$'000	\$'000
9.2 Reconciliation of cash flows from operating activities to surplus/(deficit)		
Surplus / (deficit) for the year*	(4,847)	25,621
<i>Non-cash adjustments:</i>		
Depreciation/ amortisation	16,467	14,243
Profit / (Loss) on disposal of property, infrastructure, plant and equipment	(566)	(212)
Contributions - Non-monetary assets*	(5,445)	(14,131)
Share of net profit / (loss) of investments in associates	(85)	60
Prior year capital works expensed	1,437	201
Fair value adjustment of intangible asset	(211)	(262)
Net value of previously unrecognised assets	(2,110)	(69)
Fair value adjustment of Employee Entitlements Provisions	-	788
Fair value adjustment of Landfill Provisions	54	(1,274)
Finance costs - Borrowings	-	12
Finance costs - Leases	98	117
Bad debts written off	50	16
Change in assets and liabilities:		
(Increase)/decrease in trade and other receivables	(850)	(757)
(Increase)/decrease in prepayments	159	(94)
(Increase)/decrease in contract assets	(975)	-
(Increase)/decrease in accrued income	(311)	(1,925)
(Increase)/decrease in inventories	(73)	150
(Increase)/decrease in intangible assets	-	994
Increase/(decrease) in trade and other payables	1,207	394
Increase/(decrease) in other liabilities	1,122	765
Increase/(decrease) in contract and other liabilities	(2,206)	2,461
Increase/(decrease) in provisions	410	(1,619)
Net cash provided by operating activities	3,325	25,479

* Refer to Note 8.6 for information on restatement of prior period balance.

Notes to the Financial Report

For the year ended 30 June 2024

9.3 Superannuation

Council makes the majority of its employer superannuation contributions in respect of its employees to the Local Authorities Superannuation Fund (the Fund). This Fund has two categories of membership, accumulation and defined benefit, each of which is funded differently. Obligations for contributions to the Fund are recognised as an expense in the Comprehensive Income Statement when they are made or due.

Accumulation

The Fund's accumulation category, Vision MySuper/Vision Super Saver, receives both employer and employee contributions on a progressive basis. Employer contributions are normally based on a fixed percentage of employee earnings (for the year ended 30 June 2024, this was 11.0% as required under Superannuation Guarantee (SG) legislation (2023: 10.5%)).

Defined Benefit

Council does not use defined benefit accounting for its defined benefit obligations under the Fund's Defined Benefit category. This is because the Fund's Defined Benefit category is a pooled multi-employer sponsored plan.

There is no proportional split of the defined benefit liabilities, assets or costs between the participating employers as the defined benefit obligation is a floating obligation between the participating employers and the only time that the aggregate obligation is allocated to specific employers is when a call is made. As a result, the level of participation of Moira Shire in the Fund cannot be measured as a percentage compared with other participating employers. Therefore, the Fund Actuary is unable to allocate benefit liabilities, assets and costs between employers for the purposes of AASB 119.

Funding arrangements

Council makes employer contributions to the Defined Benefit category of the Fund at rates determined by the Trustee on the advice of the Fund Actuary. A triennial actuarial investigation for the Defined Benefit category as at 30 June 2023 was conducted and completed by 31 December 2023. The vested benefit index (VBI) of the Defined Benefit category as at 30 June 2023 was 104.1%. Council was notified of the 30 June 2023 VBI during August 2023. The financial assumptions used to calculate the 30 June 2023 VBI were:

Net investment returns	5.7% pa
Salary information	3.5% pa
Price inflation (CPI)	2.8% pa

The VBI is used as the primary funding indicator. Because the VBI was above 100%, the 30 June 2023 actuarial investigation determined the Defined Benefit category was in a satisfactory financial position and that no change was necessary to the Defined Benefit category's funding arrangements from prior years.

Employer contributions

(a) Regular contributions

On the basis of the results of the 2023 triennial actuarial investigation conducted by the Fund Actuary, Council makes employer contributions to the Fund's Defined Benefit category at rates determined by the Fund's Trustee. For the year ended 30 June 2024, this rate was 11.0% of members' salaries (10.5% in 2022/23). This rate is expected to increase in line with any increases in the SG contribution rate and was reviewed as part of the 30 June 2023 triennial valuation.

In addition, Council reimburses the Fund to cover the excess of the benefits paid as a consequence of retrenchment above the funded resignation or retirement benefit.

(b) Funding calls

If the Defined Benefit category is in an unsatisfactory financial position at an actuarial investigation or the Defined Benefit category's VBI is below its shortfall limit at any time other than the date of the actuarial investigation, the Defined Benefit category has a shortfall for the purposes of SPS 160 and the Fund is required to put a plan in place so that the shortfall is fully funded within three years of the shortfall occurring. The Fund monitors its VBI on a quarterly basis and the Fund has set its shortfall limit at 98% from 26 July 2024 (previously 97%).

Notes to the Financial Report

For the year ended 30 June 2024

In the event that the Fund Actuary determines that there is a shortfall based on the above requirement, the Fund's participating employers (including Council) are required to make an employer contribution to cover the shortfall.

Using the agreed methodology, the shortfall amount is apportioned between the participating employers based on the pre-1 July 1993 and post-30 June 1993 service liabilities of the Fund's Defined Benefit category, together with the employer's payroll at 30 June 1993 and at the date the shortfall has been calculated.

Due to the nature of the contractual obligations between the participating employers and the Fund, and that the Fund includes lifetime pensioners and their reversionary beneficiaries, it is unlikely that the Fund will be wound up.

If there is a surplus in the Fund, the surplus cannot be returned to the participating employers.

In the event that a participating employer is wound-up, the defined benefit obligations of that employer will be transferred to that employer's successor.

The 2023 triennial actuarial investigation surplus amounts

An actuarial investigation is conducted annually for the Defined Benefit category of which Council is a contributing employer. Generally, a full actuarial investigation is conducted every three years and interim actuarial investigations are conducted for each intervening year. A full investigation was conducted as at 30 June 2023.

The Fund's actuarial investigations identified the following for the Defined Benefit category of which Council is a contributing employer:

	2023	2022
	(Triennial)	(Interim)
	\$m	\$m
A VBI surplus	84.7	44.6
A total service liability surplus	123.6	105.8
A discounted accrued benefits surplus	141.9	111.9

The VBI surplus means that the market value of the fund's assets supporting the defined benefit obligations exceed the vested benefits that the defined benefit members would have been entitled to if they had all exited on 30 June 2023.

The total service liability surplus means that the current value of the assets in the Fund's Defined Benefit category plus expected future contributions exceeds the value of expected future benefits and expenses as at 30 June 2023.

The discounted accrued benefit surplus means that the current value of the assets in the Fund's Defined Benefit category exceeds the value of benefits payable in the future but accrued in respect of service to 30 June 2023.

The 2024 interim actuarial investigation

An interim actuarial investigation is being conducted for the Fund's position as at 30 June 2024 as the Fund provides lifetime pensions in the Defined Benefit category. It is anticipated that this actuarial investigation will be completed by October 2024.

The VBI of the Defined Benefit category was 105.4% as at 30 June 2024. The financial assumptions used to calculate the 30 June 2024 VBI were:

Net investment returns	5.6% pa
Salary information	3.5% pa
Price inflation (CPI)	2.7% pa

Council was notified of the 30 June 2024 VBI during August 2024.

Notes to the Financial Report

For the year ended 30 June 2024

Because the VBI was above 100%, the Defined Benefit category was in a satisfactory financial position at 30 June 2024 and it is expected that the actuarial investigation will recommend that no change will be necessary to the Defined Benefit category's funding arrangements from prior years.

The 2020 triennial investigation

The last triennial actuarial investigation conducted prior to 30 June 2023 was at 30 June 2020. This actuarial investigation was completed by 31 December 2020. The financial assumptions for the purposes of that investigation was:

	2020 Triennial investigation	2023 Triennial investigation
Net investment return	5.6% pa	5.7% pa
Salary inflation	2.5% pa for two years and 2.75% pa thereafter	3.50% pa
Price inflation	2.0% pa	2.8% pa

Superannuation contributions

Contributions by Council (excluding any unfunded liability payments) to the above superannuation plans for the financial year ended 30 June 2024 are detailed below:

Scheme	Type of Scheme	Rate	2024 \$'000	2023 \$'000
Vision super	Accumulation	11.0% (2023: 10.5%)	1,241	1,422
All other funds	Accumulation	11.0% (2023: 10.5%)	1,112	710

In addition to the above contributions, Moira Shire has paid unfunded liability payments to Vision Super totalling \$Nil during the 2023/24 year (2022/23 \$Nil).

There were \$Nil contributions outstanding and no loans issued from or to the above schemes as at 30 June 2024.

The expected contributions to be paid to the Defined Benefit category of Vision Super for the year ending 30 June 2025 is \$Nil.

Notes to the Financial Report

For the year ended 30 June 2024

Note 10 Change in Accounting Policy

Through review of asset classes that are subject to revaluation, Council officers identified that the Aerodrome asset class has been previously carried at fair value. This accounting policy is not deemed appropriate due to the cost vs. benefit of revaluing this class of asset, which is predominately located underground. Therefore Council has changed its accounting policy to recognise these assets on a cost less accumulated depreciation method, rather than revaluation method.

Council officers have assess the impact of the change in accounting policy, which is deemed to be immaterial. Therefore the change in accounting policy has not been retrospectively applied.

There have been no further changes to accounting policies in the 2023-24 year.



moira.vic.gov.au

Phone

(03) 5871 9222

NRS

133 677

Email

info@moira.vic.gov.au

Mail

PO Box 578

Cobram VIC 3643

Administration Centre

44 Station Street

Cobram

Service Centre

100 Belmore Street

Yarrawonga

