



2024/25  
**Budget  
Summary**

## **Acknowledgment of Country**

Moira Shire Council acknowledges the traditional custodians of country, Yorta Yorta. We acknowledge their continuing connection to 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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# Administrators' Introduction

It is a pleasure to introduce Moira Shire Council's 2024/25 Budget.

The 2024/25 Budget aims to solidify our future by focusing on the delivery of long-awaited, major community projects, maintaining, and enhancing existing assets such as roads, footpaths, bridges, parks, and gardens, and sustaining important community services.

Council's budget embodies our commitment to governance excellence, fiscal responsibility, and delivering for the community. It reflects our dedication to strong financial management, community engagement, and sustainable growth. During this cycle Council will prioritise initiatives to enhance accountability, transparency, and accessibility in decision-making.

In acknowledgement of the economic pressures that the community is currently facing, the Administrators understand the importance of responsible spending and efficient resource allocation, thereby ensuring minimal impact on residents. Resources are to be allocated to deliver long awaited, major projects to enhance residents' quality of life, to protect property, and to foster vibrant, inclusive spaces.

Important community services remain a priority, safeguarding residents' health, safety, and welfare. Despite external challenges, Council is committed to financial sustainability, employing proactive planning and project management to meet the community's evolving needs.

The capital works program for the 2024/25 is budgeted to be \$42.5 million. Ten projects make up 55% of this investment. Continuing to progress major community projects, such as the Yarrowonga Library, Events and Performance Precinct, the Yarrowonga Multisport Stadium, and the Numurkah flood levy, are a focal point for Council in 2024/25. To ensure good project delivery Council has reviewed the two major projects for the Yarrowonga community, ensuring integrity of the projects' budgets and a comprehensive delivery framework to avoid unnecessary and costly time delays.

Restoration efforts continue in the aftermath of the October 2022 flood - an event that significantly impacted our community both financially and structurally. Council remains committed to undertaking substantial restoration works to rectify the damage incurred, with this Budget seeing substantial investment in roads and culverts, including Stewarts Bridge Road.

Council will also invest in pedestrian accessibility, aimed at bridging gaps in our footpath network to vitalise connections within townships, education precincts, and prominent walking routes.

Council continues to seek external grant and funding opportunities to strengthen outcomes for the community and reduce reliance on ratepayers' funds. Therefore, a number of projects listed in the Budget are reliant on funding approval from an external funding body.

The Budget details the resources required over the coming year to fund many services that Council provides to the community, including:

- Civic Buildings Maintenance
- Community and Recreational Development
- Community Grants
- Drainage
- Maternal and Child Health
- Roads and Bridges
- School Crossing Supervision
- Building approvals and negotiation
- Parks and Gardens
- Asset Management
- Emergency Management

The 2024/25 budget seeks to strengthen our future by focusing on clearing a backlog of capital works, maintaining and improving our existing assets and enhancing our services to provide a sound financial future.

Beyond this work, the financial sustainability of Council is a key area of focus and we have included clear financial targets in this year's budget to be achieved by 2028. This will involve several significant bodies of work over the forthcoming period, aimed at structural budget adjustments. Administrators are determined to position the Council to be in a strong and financially sustainable position by 2027/28, and has established clear targets to achieve this.

To achieve the targeted financial indicators by 2027/28, Council will adhere to key principles over the next four years, influencing the development of various plans. This will include implementing new budgeting systems and identifying cost-saving opportunities, prioritising asset renewal over new investments and ensuring proper asset ownership and management. This will also include integrating a service planning framework to ensure services align with community expectations, considering factors like affordability and alternative service delivery models.

Council will also commence creating a new Council Plan during 2024/25 to redefine Council's focus in the coming years. This plan will be supported by a robust 10 year Long Term Financial Plan and Asset Management Plan.

In December 2023, the Minister for Local Government, Melissa Horne, introduced the Good Practice Guidelines for Service Rates and Charges, outlining standards for councils in determining these charges under the Local Government Act 1989. Understanding Council's alignment with the guidelines is a priority for Administrators, with council officers currently analysing waste and service charges to assess and achieve the level of compliance with results expected to inform the next 2025/26 budget cycle.

This budget lays a solid foundation for Council to achieve its long-term financial goals. With careful planning and strategic allocation of resources, we are confident in our ability to navigate future challenges while continuing to support our community. Together we will work to ensure a prosperous and sustainable future for all.




**Dr Graeme Emonson PSM**  
**Chair Administrator**  
**Moira Shire Council**


**Suzanna Sheed AM**  
**Administrator**  
**Moira Shire Council**




# About Moira Shire

## OUR REGION


 **Land Area**  
404,592 ha  
(4,045 km<sup>2</sup>)

 **Roads**  
3,700 km sealed  
and unsealed roads

 **Rateable Properties**  
18,355




## OUR ECONOMY


 **Gross Regional Product**  
\$1.7 billion

 **Local Jobs**  
10,913

 **Employed Residents**  
14,309

 **Local Businesses**  
4,000 estimate

## OUR COMMUNITY

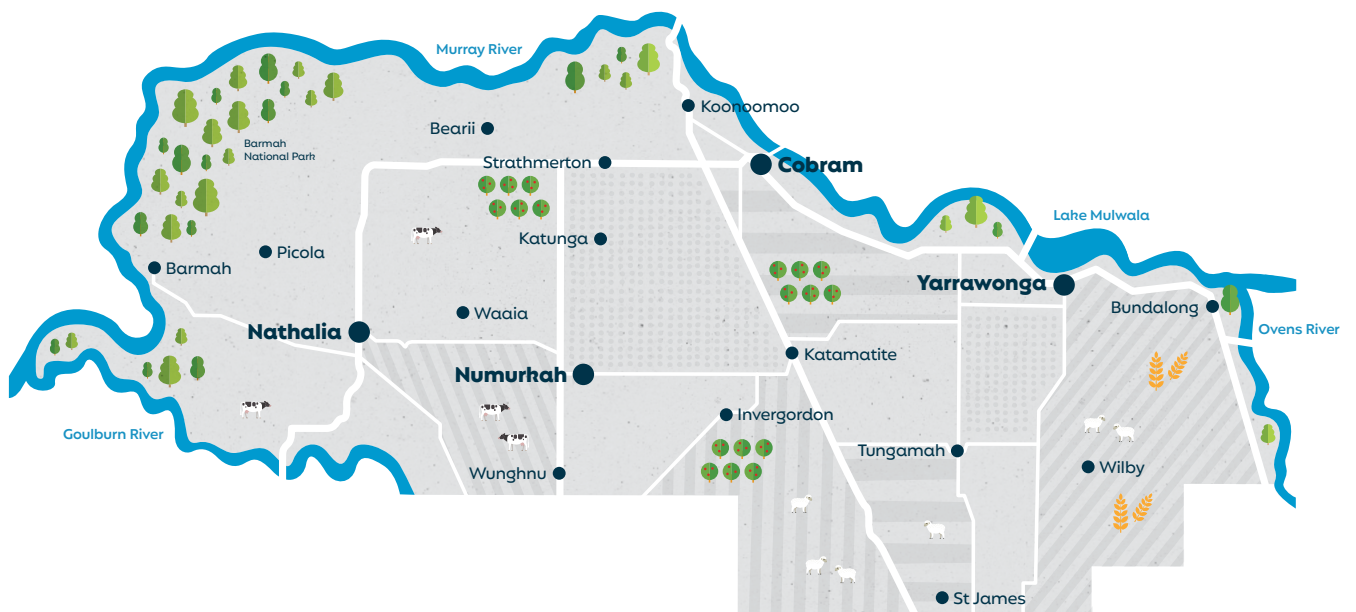
 **Current Population**  
30,775

 **Median Age of Population**  
48

 **Population Under 15 years**  
5,396 (18%)

 **Families with Children**  
7,579 (25%)

 **Population Born Overseas**  
1,507 (4.9%)

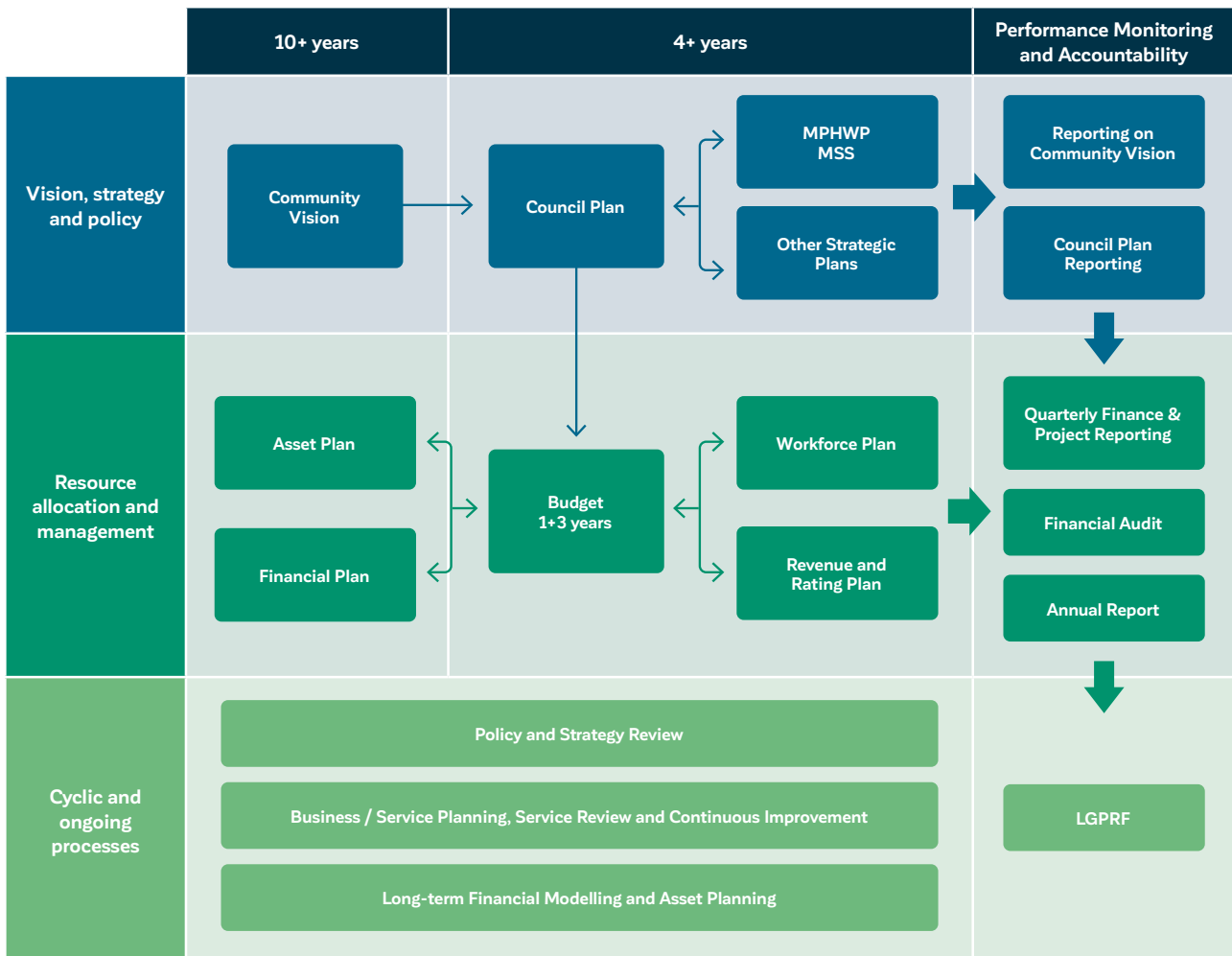


Data sourced from REMPLAN

# Our Planning Framework

The Budget is a rolling four-year plan that outlines the financial and non-financial resources that Council requires to achieve the strategic objectives described in the Council Plan. The diagram below depicts the integrated strategic planning and reporting framework that applies to local government in Victoria.

At each stage of the integrated strategic planning and reporting framework there are opportunities for community and stakeholder input. This is important to ensure transparency and accountability to both residents and ratepayers.



# What Council will deliver in 2024/25

The 2024/25 Budget is prepared in line with the Moira Shire Council Plan 2021-2025 five key strategic objective pillars. These pillars 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.



## PILLAR 1

### A Welcoming and Inclusive Place

- Reactivate the Moira Youth Council.
- Development of a Road Safety Strategy and Action Plan.
- Development of the Cobram Punt Road Precinct Master Plan.
- Celebrate the diversity and achievements of the Moira Shire community with Australia Day Awards, Moira Shire STAR Community Achiever Awards, Citizenship Ceremonies, Cultural Diversity Week, and International Women's Day events and promotion.
- Engage with the Shire's youth community through delivery of the FreeZa and Live 4 Life programs.
- Development of the Yarrowonga Library, Events and Performance Precinct project.
- Increased investment in our local roads through road sealing, asphaltting, gravel roads and shoulder re-sheeting.



## PILLAR 2

### Diverse and Dynamic Economy

- 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.
- Undertake key compliance works at the Yarrowonga Aerodrome taxiway.
- Collaborate with businesses and industry bodies to develop a new Economic Development Strategy.
- Development of a plan for activating Thompsons Beach in Cobram.
- Complete initial works on a Housing Needs Analysis.
- Continue to deliver the Goulburn Valley Designated Area Migration Agreement (DAMA) initiative with Greater Shepparton City Council and Campaspe Shire Council.
- Continue to review Tourism Plans and arrangements with Tourism Organisations.
- Celebrate business achievement with the Moira Business Awards.





### PILLAR 3

## Clean Green Environment

- Continue to deliver Council's Environmental Sustainability Strategy 2022-2026.
- Undertake a Council building emissions assessment so prioritised carbon reduction measures to be implemented to reduce Council's carbon footprint.
- Transition to a four-bin kerbside collection with the introduction of the purple lid bins (glass collection).
- Develop an Open Space Strategy for Council's numerous parks, reserves and open spaces.
- Strategically map potential EV charge stations in townships to inform future development opportunities.



### PILLAR 4

## Customer Focused and Responsive

- Development of a Master Plan to inform the future use of the Yarrawonga Primary School Site, including traffic management conditions around the site.
- Contribution to the development plans for the Yarrawonga Botts Road and MVH Intersection.
- Development of a Customer Experience Strategy.

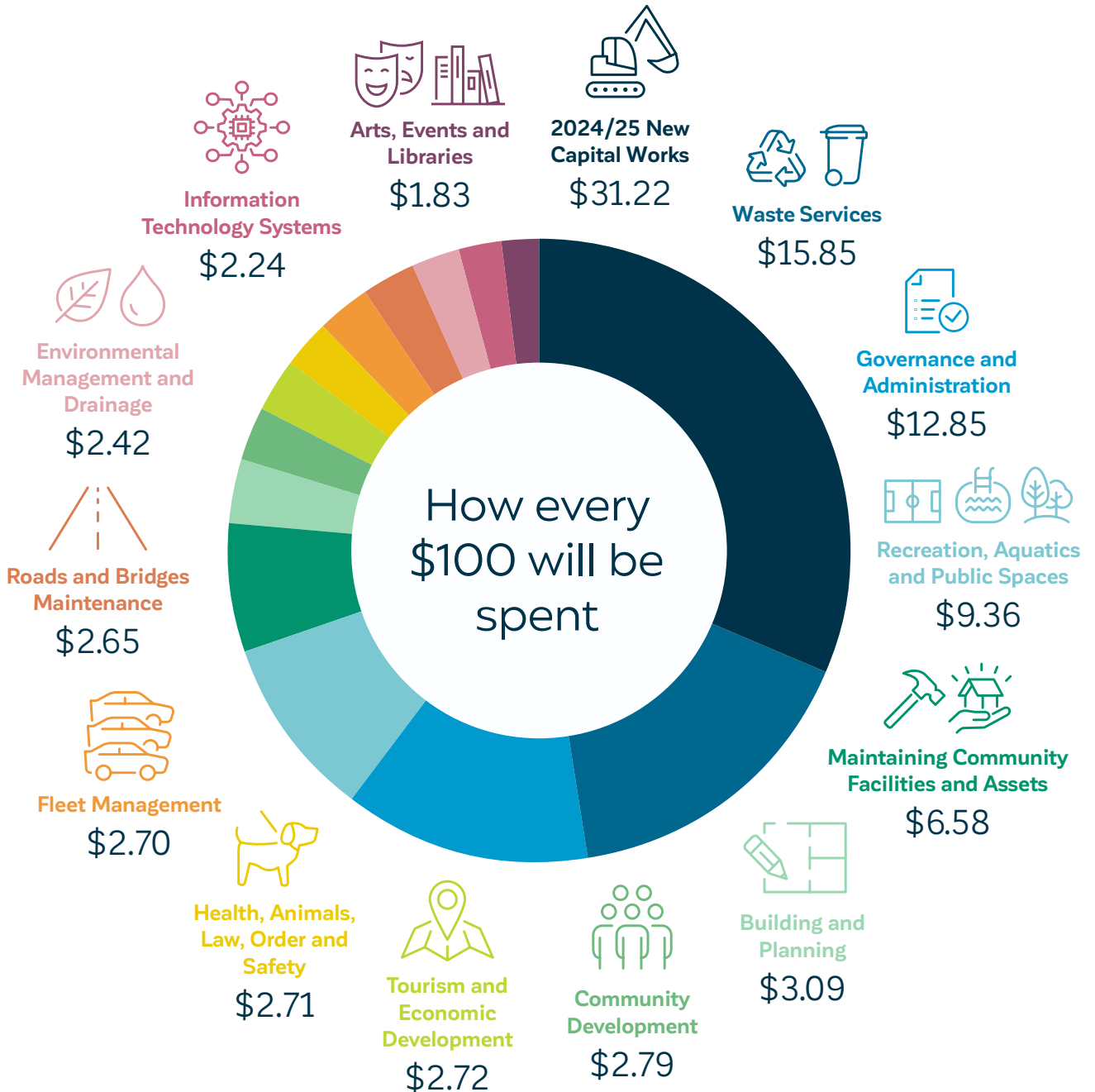


### PILLAR 5

## Transparent and Accountable Governance

- Enhance Council's direct debit solution to provide ratepayers with more flexibility when paying Council rates.
- Development of an Enterprise-Wide Risk Assessment and Internal Audit Plan through consultation with Council's new internal auditors.
- Undertake a 'Leading the way' safety review on Council's OH&S practices.
- Perform a comprehensive review of Council's Workforce Plan and all supporting human resources policies and procedures.
- Deliver a Community and Civic Leadership Program.

# Revenue and How It's Spent



## Capital Works

- Building and upgrading roads, bridges, and public buildings.
- Enhancing community facilities like parks and sports complexes.
- Improving essential utilities such as water treatment plants.

## Waste Services

- Collecting and disposing of household waste.
- Implementing recycling and waste reduction programs.
- Managing hazardous waste and landfill operations.

## Governance and Administration

- Enforcing local laws and regulations.
- Ensuring compliance with Statutory and Regulatory requirements
- Organising council meetings and maintaining records.

## Recreation, Aquatics and Public Spaces

- Managing recreational facilities like pools and sports fields.
- Providing programs for leisure and fitness activities.
- Maintaining parks and public green spaces.

## Maintaining Community Facilities and Assets

- Repairing and maintaining public facilities.
- Condition assessing Council facilities to inform future renewal programs.
- Ensuring accessibility and safety in public spaces.

## Building and Planning

- Managing zoning regulations and development permits.
- Planning for urban growth and infrastructure needs.
- Ensuring compliance with building codes and safety standards.

## Community Development

- Facilitating community engagement and participation.
- Supporting neighbourhood improvement projects.
- Providing resources for social services and welfare programs.

## Tourism and Economic Development

- Promoting local attractions and tourism initiatives.
- Attracting investment and business development.
- Supporting entrepreneurship and job creation.

## Health, Animals, Law, Order and Safety

- Providing public health services and initiatives.
- Enforcing animal control regulations.
- Maintaining law enforcement and emergency response capabilities.

## Fleet Management

- Maintaining and servicing municipal vehicles.
- Managing vehicle procurement and disposal.
- Ensuring efficient use of fleet resources.

## Roads and Bridges Maintenance

- Repairing and maintaining roads and bridges.
- Improving transportation infrastructure.
- Ensuring road safety and traffic management.

## Environmental Management and Drainage

- Preserving wildlife and planting trees.
- Maintaining drainage systems to prevent flooding.
- Promoting eco-friendly waste management practices.

## Information Technology Systems

- Maintaining and updating digital infrastructure.
- Providing IT support and services to the organisation.
- Securing data and ensuring information privacy.

## Arts, Events and Library

- Supporting local arts initiatives and cultural events.
- Managing library services and resources.
- Organising community events and festivals.

# Capital Project Delivery

## Major Projects



### Numurkah Flood Mitigation Scheme

Total Project Cost: \$3.2M

2024/25 Budget Amount: \$2.5M

Construction of the first stage of the Numurkah flood mitigation strategy, a levee on the northern bank of the Broken Creek. This project is documented as a high priority for implementation in the Goulburn Broken Regional Floodplain Management Strategy.

### Yarrawonga Library, Event and Performance Precinct

Total Project Cost: \$11.27M

2024/25 Budget Amount: \$4.87M

Stage 1 will see the construction of a new state-of-the-art Library, community meeting spaces, gallery, foyer spaces and cafe with commercial kitchen. The expected completion date for Stage 1 is November 2025.



### Yarrawonga Multisport Stadium

Total Project Cost: \$16.5M

2024/25 Budget Amount: \$1M

The Multisport Stadium will provide an exciting new facility for year-round participation in sports and activities for all ages, abilities and interest, Stage 1 includes modern two-court facility with change rooms, cafe, offices, and multipurpose rooms as well as outdoor courts.



# Capital Project Delivery

## Other Projects

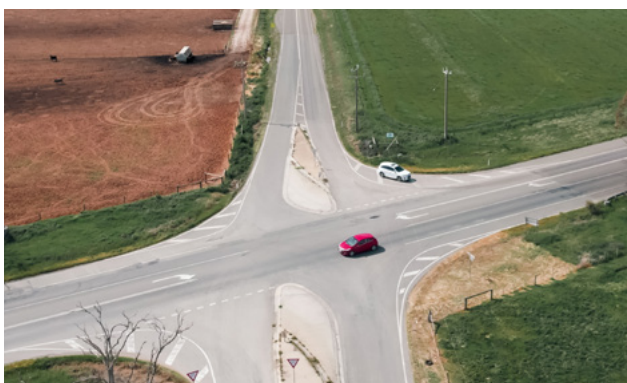


### Flood Restoration works to Council's Road Network

Total Project Cost: \$10M

2024/25 Budget Amount: \$9.66M

Projects and works to support the clean-up and restoration activities resulting from the October 2022 Victorian Flood event.



### Black Spot Funding

Total Project Cost: \$3.1M

2024/25 Budget Amount: \$3.1M

Moirra Shire Council received \$3.1 million from the Federal Government's Black Spot Program to improve four local crash sites, enhancing road safety with upgrades like speed signs, road widening and better lighting.



### Strathmerton Labuan Road Intersection

Total Project Cost: \$870,000

2024/25 Budget Amount: \$870,000

To improve road conditions and safety for residents and commuters, Council will remove the old Cobram rail line crest, install speed limit signs, seal Stokes Road, and implement traffic management measures.



### Waaia Hardcourt Development

Total Project Cost: \$870,000

2024/25 Budget Amount: \$870,000

Council has received \$690,000 from Round 1 of the Regional Community Sports Infrastructure Fund towards the redevelopment of the Waaia Recreation Reserve netball courts. This will include demolition of existing courts, construction of two new hardcourts, fencing and lighting. Completion is expected by February 2025.

# Financial Statements



# Comprehensive Income Statement

FOR THE FOUR YEARS ENDING 30 JUNE 2028

	Notes	FORECAST 2023/24 \$'000	BUDGET 2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	PROJECTIONS 2027/28 \$'000
<b>INCOME</b>						
Rates and charges	4.1.1	44,728	46,950	48,359	49,567	50,683
Statutory fees and fines	4.1.2	1,755	1,629	1,657	1,685	1,713
User fees	4.1.3	2,328	2,148	2,185	2,222	2,259
Grants - operating	4.1.4	14,888	16,669	15,831	15,650	15,916
Grants - capital	4.1.4	5,487	22,588	13,941	10,696	8,038
Contributions	4.1.5	1,720	2,000	4,603	4,837	6,812
Share of net profits of associates and joint ventures		103	-	-	-	-
Other income	4.1.6	4,112	2,974	2,437	2,180	1,957
<b>Total income</b>		<b>75,121</b>	<b>94,958</b>	<b>89,012</b>	<b>86,837</b>	<b>87,378</b>
<b>EXPENSES</b>						
Employee costs	4.1.7	(26,470)	(28,262)	(28,862)	(28,947)	(29,383)
Materials and services	4.1.8	(30,568)	(30,075)	(30,249)	(31,001)	(31,710)
Depreciation	4.1.9	(15,389)	(15,389)	(15,968)	(16,826)	(17,620)
Amortisation	4.1.10	(1,020)	(760)	(749)	(941)	(636)
Bad and doubtful debts - allowance for impairment		(15)	(15)	(10)	(10)	(10)
Finance costs - leases		(100)	(70)	(47)	(24)	-
Other expenses	4.1.11	(1,689)	(2,452)	(1,597)	(1,774)	(1,798)
<b>Total expenses</b>		<b>(75,251)</b>	<b>(77,023)</b>	<b>(77,483)</b>	<b>(79,523)</b>	<b>(81,157)</b>
<b>Surplus/(deficit) for the year</b>		<b>(130)</b>	<b>17,935</b>	<b>11,528</b>	<b>7,314</b>	<b>6,222</b>
<b>OTHER COMPREHENSIVE INCOME</b>						
Items that will not be reclassified to surplus or deficit in future periods						
Net asset revaluation increment		5,800	2,227	19,889	30,337	1,862
<b>Total other comprehensive income</b>		<b>5,800</b>	<b>2,227</b>	<b>19,889</b>	<b>30,337</b>	<b>1,862</b>
<b>Total comprehensive result</b>		<b>5,670</b>	<b>20,162</b>	<b>31,417</b>	<b>37,651</b>	<b>8,083</b>
<b>Adjusted underlying result</b>		<b>-4,149</b>	<b>-3,506</b>	<b>-2,038</b>	<b>-3,242</b>	<b>-3,652</b>

**Adjusted underlying result:**

This performance result is calculated by excluding non-recurrent capital grants, non-monetary asset contributions and other capital income sources from the calculation of operating revenue and therefore the operating surplus (or deficit).

# Statement of Financial Position

FOR THE FOUR YEARS ENDING 30 JUNE 2028

Notes	FORECAST	BUDGET	PROJECTIONS		
	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000
<b>ASSETS</b>					
<b>CURRENT ASSETS</b>					
Cash and cash equivalents	7,482	6,360	5,872	5,915	6,193
Trade and other receivables	4,067	4,416	4,500	4,498	4,599
Other financial assets	47,880	37,346	31,371	26,665	19,999
Inventories	666	669	673	676	679
Other assets	2,998	2,998	2,998	2,998	2,998
<b>Total current assets</b>	<b>63,093</b>	<b>51,790</b>	<b>45,414</b>	<b>40,752</b>	<b>34,468</b>
<b>NON-CURRENT ASSETS</b>					
Investments in associates and joint ventures	1,396	1,396	1,396	1,396	1,396
Property, infrastructure, plant & equipment	788,583	818,339	862,500	903,649	917,311
Right-of-use assets	4.2.2 1,889	1,400	951	310	-
Intangible assets	6,419	6,119	5,819	5,519	5,219
<b>Total non-current assets</b>	<b>798,287</b>	<b>827,254</b>	<b>870,666</b>	<b>910,874</b>	<b>923,926</b>
<b>Total assets</b>	<b>861,380</b>	<b>879,044</b>	<b>916,080</b>	<b>951,626</b>	<b>958,394</b>
<b>LIABILITIES</b>					
<b>CURRENT LIABILITIES</b>					
Trade and other payables	2,807	2,767	2,863	2,934	2,992
Trust funds and deposits	3,398	3,398	3,398	3,398	3,398
Unearned income/revenue	5,203	1,741	1,651	1,591	1,591
Provisions	7,021	5,986	6,401	5,871	5,821
Interest-bearing liabilities	4.2.1 138	356	895	938	984
Lease liabilities	4.2.2 464	473	677	336	-
<b>Total current liabilities</b>	<b>19,030</b>	<b>14,720</b>	<b>15,885</b>	<b>15,068</b>	<b>14,786</b>
<b>NON-CURRENT LIABILITIES</b>					
Provisions	7,256	7,189	6,757	6,775	6,772
Interest-bearing liabilities	4.2.1 1,316	3,579	9,141	8,203	7,219
Lease liabilities	4.2.2 1,474	1,090	413	47	-
<b>Total non-current liabilities</b>	<b>10,046</b>	<b>11,858</b>	<b>16,311</b>	<b>15,024</b>	<b>13,991</b>
<b>Total liabilities</b>	<b>29,076</b>	<b>26,578</b>	<b>32,196</b>	<b>30,092</b>	<b>28,776</b>
<b>Net assets</b>	<b>832,304</b>	<b>852,466</b>	<b>883,883</b>	<b>921,534</b>	<b>929,618</b>
<b>EQUITY</b>					
Accumulated surplus	258,406	284,178	296,782	304,336	310,557
Reserves	573,898	568,288	587,102	617,198	619,060
<b>Total equity</b>	<b>832,304</b>	<b>852,466</b>	<b>883,883</b>	<b>921,534</b>	<b>929,618</b>

# Statement of Changes in Equity

FOR THE FOUR YEARS ENDING 30 JUNE 2028

	Notes	TOTAL \$'000	ACCUMULATED SURPLUS \$'000	REVALUATION RESERVES \$'000	OTHER RESERVES \$'000
<b>2024 FORECAST</b>					
Balance at beginning of the financial year		826,634	258,536	558,946	9,152
Surplus/(deficit) for the year		(130)	(130)	-	-
Net asset revaluation increment/(decrement)		5,800	-	5,800	-
<b>Balance at end of the financial year</b>		<b>832,304</b>	<b>258,406</b>	<b>564,746</b>	<b>9,152</b>
<b>2025 BUDGET</b>					
Balance at beginning of the financial year		832,304	258,406	564,746	9,152
Surplus/(deficit) for the year		17,935	17,935	-	-
Net asset revaluation increment/(decrement)		2,227	-	2,227	-
Transfers (to)/from other reserves	4.3.1	-	7,837	-	(7,837)
<b>Balance at end of the financial year</b>	4.3.1	<b>852,466</b>	<b>284,178</b>	<b>566,973</b>	<b>1,315</b>
<b>2026 PROJECTION</b>					
Balance at beginning of the financial year		852,466	284,178	566,973	1,315
Surplus/(deficit) for the year		11,528	11,528	-	-
Net asset revaluation increment/(decrement)		19,889	-	19,889	-
Transfers (to)/from other reserves		-	1,075	-	(1,075)
<b>Balance at end of the financial year</b>		<b>883,883</b>	<b>296,782</b>	<b>586,862</b>	<b>240</b>
<b>2027 PROJECTION</b>					
Balance at beginning of the financial year		883,883	296,782	586,862	240
Surplus/(deficit) for the year		7,314	7,314	-	-
Net asset revaluation increment/(decrement)		30,337	-	30,337	-
Transfers (to)/from other reserves		-	240	-	(240)
<b>Balance at end of the financial year</b>		<b>921,534</b>	<b>304,336</b>	<b>617,198</b>	<b>-</b>
<b>2028 PROJECTION</b>					
Balance at beginning of the financial year		921,534	304,336	617,198	-
Surplus/(deficit) for the year		6,222	6,222	-	-
Net asset revaluation increment/(decrement)		1,862	-	1,862	-
<b>Balance at end of the financial year</b>		<b>929,618</b>	<b>310,557</b>	<b>619,060</b>	<b>-</b>

# Statement of Cash Flows

FOR THE FOUR YEARS ENDING 30 JUNE 2028

Notes	FORECAST	BUDGET	PROJECTIONS		
	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000
	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>					
Rates and charges	43,498	44,985	48,176	49,422	50,592
Statutory fees and fines	1,661	1,568	1,655	1,684	1,713
User fees	2,424	2,274	2,400	2,442	2,485
Grants - operating	14,095	16,042	15,814	15,638	15,916
Grants - capital	5,195	21,739	13,926	10,689	8,038
Contributions - monetary	720	1,000	303	537	2,512
Interest received	3,065	1,995	1,457	1,098	853
Other receipts	1,052	999	1,077	1,189	1,214
Net GST refund / payment	4,578	6,710	6,461	5,304	5,432
Employee costs	(24,414)	(27,862)	(28,832)	(29,062)	(29,498)
Materials and services	(32,448)	(32,147)	(33,182)	(34,037)	(34,828)
Other payments	(5,760)	(4,983)	(1,786)	(2,313)	(1,881)
<b>Net cash provided by/(used in) operating activities</b>	<b>13,666</b>	<b>32,320</b>	<b>27,468</b>	<b>22,590</b>	<b>22,549</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>					
Payments for property, infrastructure, plant and equipment	(24,422)	(45,965)	(39,309)	(25,169)	(27,177)
Proceeds from investments	9,223	10,534	5,975	4,706	6,666
<b>Net cash provided by/ (used in) investing activities</b>	<b>(15,199)</b>	<b>(35,431)</b>	<b>(33,334)</b>	<b>(20,463)</b>	<b>(20,510)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>					
Finance costs (capitalised)	(63)	(75)	(204)	(457)	(414)
Proceeds from borrowings	1,059	2,636	6,500	-	-
Repayment of borrowings	(118)	(155)	(398)	(895)	(938)
Interest paid - lease liability	(100)	(70)	(47)	(24)	-
Repayment of lease liabilities	(763)	(346)	(473)	(707)	(409)
<b>Net cash provided by/(used in) financing activities</b>	<b>16</b>	<b>1,990</b>	<b>5,377</b>	<b>(2,084)</b>	<b>(1,762)</b>
Net increase/(decrease) in cash & cash equivalents	(1,518)	(1,122)	(488)	43	277
Cash and cash equivalents at the beginning of the financial year	9,000	7,482	6,360	5,872	5,915
<b>Cash and cash equivalents at the end of the financial year</b>	<b>7,482</b>	<b>6,360</b>	<b>5,872</b>	<b>5,915</b>	<b>6,193</b>

# Statement of Capital Works

FOR THE FOUR YEARS ENDING 30 JUNE 2028

Notes	FORECAST	BUDGET	PROJECTIONS		
	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000
<b>PROPERTY</b>					
LAND	20	624	-	-	-
Land improvements	342	2,805	3,133	600	5,700
<b>Total land</b>	<b>362</b>	<b>3,429</b>	<b>3,133</b>	<b>600</b>	<b>5,700</b>
<b>BUILDINGS</b>	5,904	7,675	13,489	4,100	800
Building improvements	-	-	-	250	1,375
<b>Total buildings</b>	<b>5,904</b>	<b>7,675</b>	<b>13,489</b>	<b>4,350</b>	<b>2,175</b>
<b>Total property</b>	<b>6,266</b>	<b>11,104</b>	<b>16,622</b>	<b>4,950</b>	<b>7,875</b>
<b>PLANT AND EQUIPMENT</b>					
Plant, machinery and equipment	3,120	3,546	1,984	1,984	1,984
Fixtures, fittings and furniture	97	227	-	-	-
Computers and telecommunications	36	-	-	-	-
<b>Total plant and equipment</b>	<b>3,253</b>	<b>3,773</b>	<b>1,984</b>	<b>1,984</b>	<b>1,984</b>
<b>INFRASTRUCTURE</b>					
Roads	4,743	16,792	9,048	5,560	5,850
Bridges	410	2,042	150	150	150
Footpaths and cycleways	735	470	655	450	450
Drainage	3,256	3,578	1,398	7,375	6,010
Recreational, leisure and community facilities	1,299	1,839	3,067	910	910
Parks, open space and streetscapes	1,582	347	185	75	50
Aerodromes	18	245	-	-	-
Other infrastructure	642	1,653	2,627	1,427	1,427
<b>Total infrastructure</b>	<b>12,685</b>	<b>26,966</b>	<b>17,130</b>	<b>15,947</b>	<b>14,847</b>
<b>Total capital works expenditure</b>	4.4.1 <b>22,204</b>	<b>41,843</b>	<b>35,736</b>	<b>22,881</b>	<b>24,706</b>
<b>REPRESENTED BY:</b>					
New asset expenditure	7,179	11,712	18,962	5,190	7,095
Asset renewal expenditure	13,102	23,257	11,206	11,181	11,181
Asset expansion expenditure	-	150	1,200	-	-
Asset upgrade expenditure	1,923	6,724	4,368	6,510	6,430
<b>Total capital works expenditure</b>	<b>22,204</b>	<b>41,843</b>	<b>35,736</b>	<b>22,881</b>	<b>24,706</b>
<b>FUNDING SOURCES REPRESENTED BY:</b>					
Grants	5,224	22,588	13,941	10,696	8,038
Contributions	40	863	166	400	2,375
Council cash	15,881	15,756	15,129	11,785	14,293
Borrowings	1,059	2,636	6,500	-	-
<b>Total capital works expenditure</b>	<b>22,204</b>	<b>41,843</b>	<b>35,736</b>	<b>22,881</b>	<b>24,706</b>

All capital works noted above are excluding GST.

# Statement of Human Resources

FOR THE FOUR YEARS ENDING 30 JUNE 2028

	FORECAST 2023/24 \$'000	BUDGET 2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	PROJECTIONS 2027/28 \$'000
<b>STAFF EXPENDITURE</b>					
Employee costs - operating	21,169	27,280	27,970	28,087	28,509
<b>Total staff expenditure</b>	<b>21,169</b>	<b>27,280</b>	<b>27,970</b>	<b>28,087</b>	<b>28,509</b>

	FORECAST 2023/24 FTE	BUDGET 2024/25 FTE	2025/26 FTE	2026/27 FTE	PROJECTIONS 2027/28 FTE
<b>STAFF NUMBERS</b>					
Employees	252.7	273.4	270.0	263.1	263.1
<b>Total staff numbers</b>	<b>252.7</b>	<b>273.4</b>	<b>270.0</b>	<b>263.1</b>	<b>263.1</b>

A summary of human resources expenditure categorised according to the organisational structure of Council is included below:

	BUDGET 2024/25 \$'000	Permanent Full Time \$'000	Permanent Part Time \$'000	COMPRISES Casual Temporary \$'000
Office of CEO	2,178	2,009	162	6
Community	4,975	3,187	1,582	-
Corporate Performance	5,049	4,559	303	187
Sustainable Development	3,906	3,570	257	79
Infrastructure	11,173	10,106	384	682
<b>Total permanent staff expenditure</b>	<b>27,280</b>	<b>23,431</b>	<b>2,689</b>	<b>954</b>
Other employee related expenditure	982			
<b>Total expenditure</b>	<b>28,262</b>			

A summary of the number of full time equivalent (FTE) Council staff in relation to the above expenditure:

	BUDGET 2024/25 FTE	Permanent Full Time FTE	Permanent Part Time FTE	COMPRISES Casual Temporary FTE
Office of CEO	18.3	16.7	1.6	-
Community	46.9	30.5	14.1	-
Corporate Performance	49.8	43.8	4.1	1.9
Sustainable Development	35.9	32.4	2.8	0.8
Infrastructure	122.5	110.9	4.4	7.2
<b>Total staff</b>	<b>273.4</b>	<b>234.3</b>	<b>27.0</b>	<b>9.9</b>



# Financial Performance Indicators

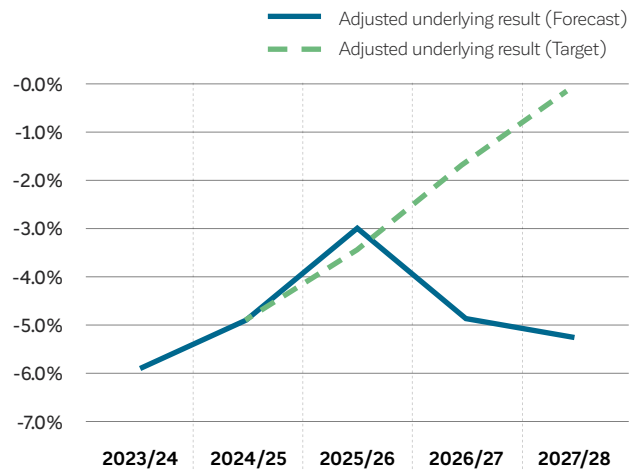
The financial sustainability of Council is a key area of focus and we have included clear financial targets in this year's budget to be achieved by 2028. This will involve several significant bodies of work over the forthcoming period, aimed at structural budget adjustments.

Administrators are determined to position the Council to be in a strong and financially sustainable position by 2027/28 and has established clear targets to achieve this.

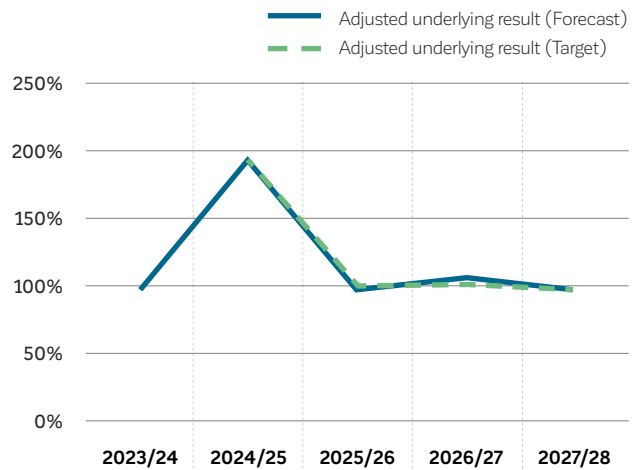
To achieve the targeted financial indicators by 2027/28, Council will adhere to key principles over the next four years, influencing the development of various plans. This will include implementing new budgeting systems and identifying cost-saving opportunities, prioritising asset renewal over new investments and ensuring proper asset ownership and management. This will also include integrating a service planning framework to ensure services align with community expectations, considering factors like affordability and alternative service delivery models.

To focus attention on the need for a financial management strategy to improve the financial performance of the organisation into the future, Council has identified a discrete target that we will aim for by 2027/28 to bridge the gap between the current financial situation and where Council aims to be.

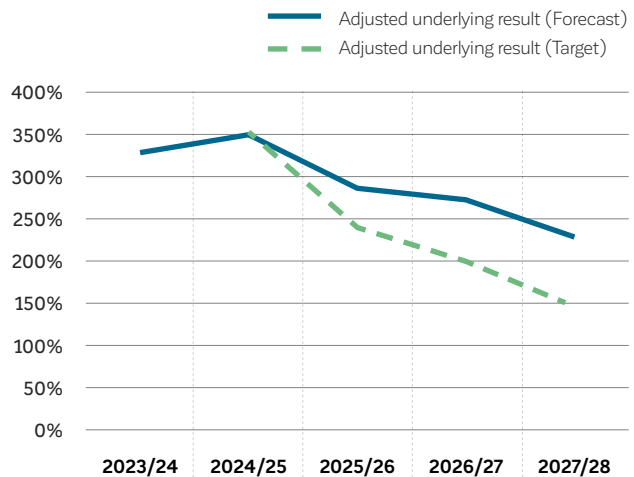
## ADJUSTED UNDERLYING RESULT



## ASSET RENEWAL



## WORKING CAPITAL





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