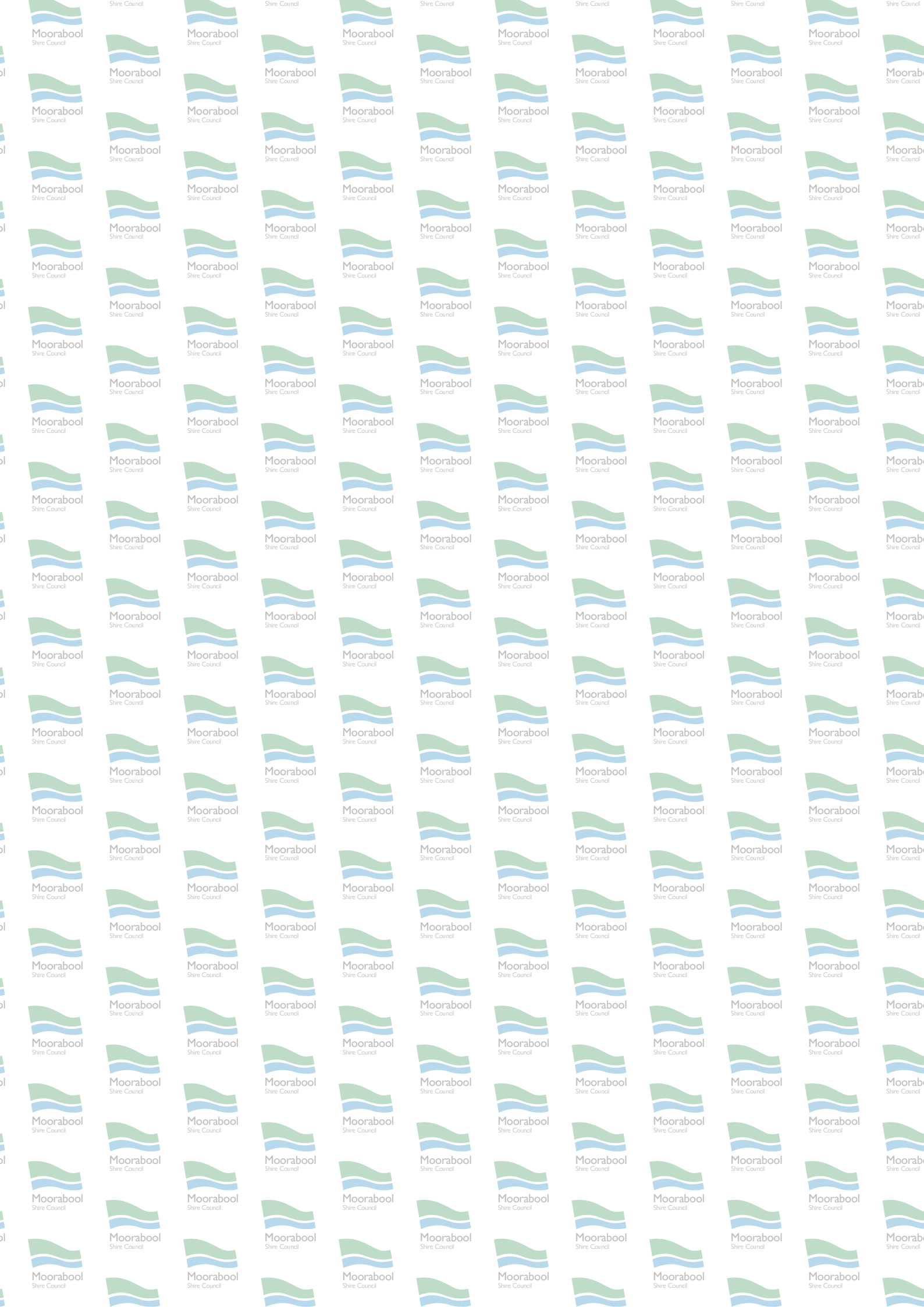




Moorabool
Shire Council



ANNUAL REPORT
2024/25



WELCOME

Moorabool Shire Council's 2024-25 Annual Report reflects Council's performance during the year against the goals set in the Council Plan 2021-2025.

This report is intended as a point of reference for Council, residents and businesses in the shire, community organisations and government departments.

The Council Plan 2021-2025 is structured under the following Strategic Framework:

- ▶ Healthy, inclusive and connected neighbourhoods
- ▶ Liveable and thriving environments
- ▶ A Council that listens and adapts to the needs of our evolving communities

This Annual Report aligns with the Victorian Government's reporting requirements.

COUNCIL'S VISION

Embracing our natural environment and lifestyle options to create an inspiring place for everyone to live, work and play.

COUNCIL'S PURPOSE

Council exists to co-design local solutions that enable our communities to prosper now and into the future. We do this by:

- ▶ Providing good governance and leadership
- ▶ Minimising environmental impact
- ▶ Stimulating economic development
- ▶ Improving social outcomes

OUR VALUES

INTEGRITY I say what I mean and always do what's right.

CREATIVITY I consider situations from multiple angles and perspectives.

ACCOUNTABILITY I have courage to make decisions and take ownership of their outcomes.

RESPECT I seek to understand and treat people how I would like to be treated.

EXCELLENCE I take calculated risks to seek out better ways of doing things.

Council respectfully acknowledges the Traditional Owners of the land which includes the Wurundjeri Woi Wurrung, Wadawurrung and Dja Dja Wurrung people. We pay our respects to the Elders past, present and emerging.

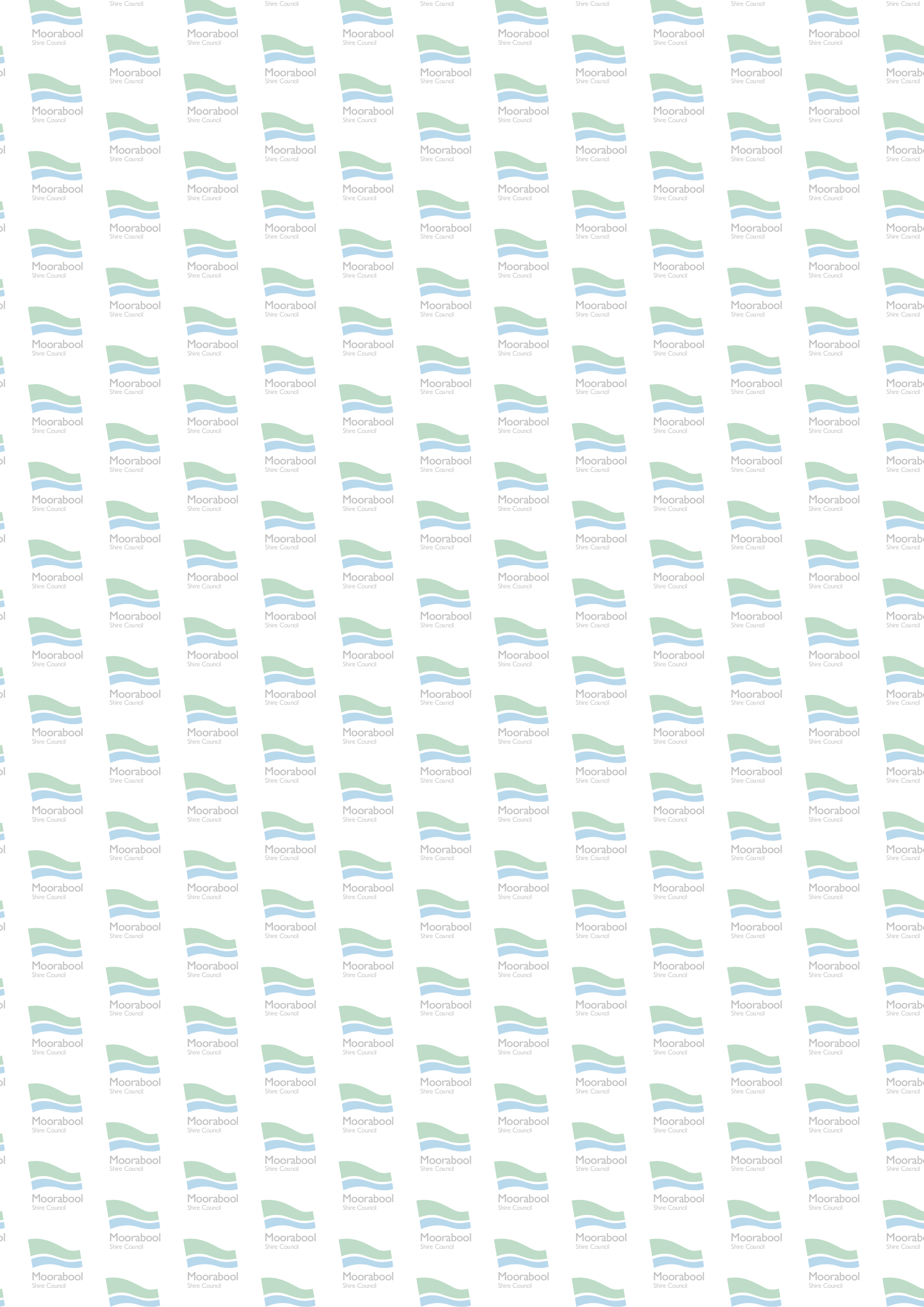


TABLE OF CONTENTS

● PART ONE: INTRODUCTION

Welcome	
Mayor and CEO's Message	6
Councillors	7
Community Profile	8
Business, Tourism and Investment	9
Grant Summary	10

● PART TWO: OUR COUNCIL

Year in Review	14
Council Organisation and Team Structure	32
Employee Information	33
Training, Development, Access and Inclusion	34

PART THREE: OUR PERFORMANCE

● Performance	36
● Outcomes of Council Plan	37

● PART FOUR: GOVERNANCE, MANAGEMENT AND OTHER INFORMATION

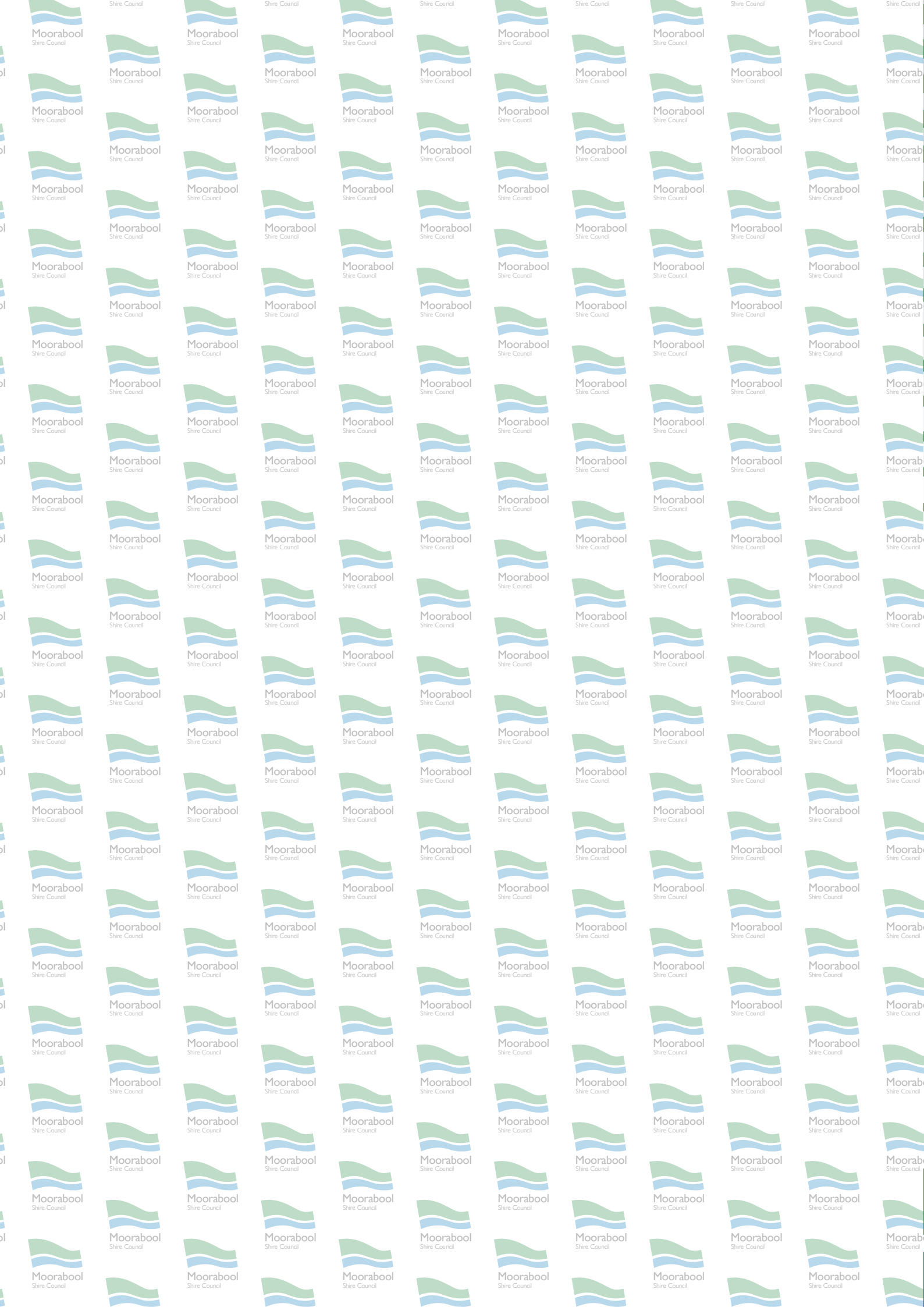
Governance	44
▶ Meetings of Council	
▶ Delegated Committees	
▶ Community Asset Committees	
▶ Advisory Committees	
▶ Councillor Code of Conduct	
▶ Councillor Allowances	
▶ Conflict of Interest	
▶ Councillor Expenses	
▶ Risk Management	
▶ Internal Audit	
▶ External Audit	
▶ Fraud Policy	
▶ Insurance	
▶ Audit and Risk Committee	
▶ Freedom of Information	
▶ Public Interest Disclosures	
▶ Road Management Act	
▶ Infrastructure and Development Contributions	
▶ Food Act Ministerial Direction	
▶ Governance and Management Checklist	

● PART FIVE: PERFORMANCE STATEMENT

61

● PART SIX: FINANCIAL STATEMENTS

79



PART

1



INTRODUCTION

A MESSAGE FROM THE MAYOR AND CEO

We are pleased to present our 2024/25 Annual Report and hope you find it an informative read, after what has been a busy year.

Construction continued in earnest in the 2024/2025 financial year, with Ballan Library and Community Hub taking shape, from a hole in the ground at the start of the financial year to nearly complete and ready for the community to access by the end of the financial year – an amazing achievement! In addition, we have opened a new dog park at Mason's Lane in Bacchus Marsh, completed work on Aqualink walking and cycling trail, opened new facilities at Bacchus Marsh Racecourse and Recreation Reserve, new netball courts at Gordon and Wallace and a new community hall at Navigators. With finances very tight at local government level across the board, it remains imperative we secure funding from other

levels of government and we're pleased with how successful our grant applications were to be able to deliver these projects to our communities.

In October 2024, Council elections were held. The Victorian Electoral Commission rezoned Moorabool from a ward structure with seven ward Councillors to one unsubdivided local government area with nine Councillors. The new Councillors undertook induction and have settled into their new roles.

The Councillors adopted the Council Plan 2025-2029 in June 2025, which will set the agenda for the next four years.

The actions reported on in this Annual Report cover the last 12 months of actions from our 2021-2025 Council Plan, to 30 June 2025.

Enjoy reading our 2024/25 Annual Report.



Paul Tatchell, Mayor



Derek Madden, CEO

OUR COUNCILLORS

Moorabool Shire is represented by nine Councillors, and is unsubdivided with no wards. Councillors are elected every four years, and a Mayor is elected every 12 months.



Cr Paul Tatchell
Mayor



Cr Rod Ward
Deputy Mayor



Cr Ally Munari



Cr Jarrod Bingham



Cr John Keogh



Cr Moira Berry



Cr Sheila Freeman



Cr Steven Venditti-Taylor



Cr Tom Sullivan



COMMUNITY PROFILE

Moorabool Shire is an increasingly popular choice for those seeking rural tranquillity with a mix of an urban lifestyle.

The current population of 40,339 is forecast to double in the next 20 years.

The municipality contains 64 settlements of varying sizes. These range from small towns, hamlets and farming settlements to the larger districts of Bacchus Marsh and Ballan.



Our 64 beautiful localities

Bacchus Marsh	Ballan	Balliang	Balliang East	Barkstead	Barrys Reef	Beremboke	Blackwood
Blakeville	Bolwarrah	Bullarook	Bullarto South	Bunding	Bungal	Bungaree	Buninyong
Cargerie	Clarendon	Claretown	Clarkes Hill	Coimadai	Colbrook	Dales Creek	Darley
Dunnstown	Durham Lead	Elaine	Fiskville	Glen Park	Glenmore	Gordon	Greendale
Grenville	Hopetoun Park	Ingliston	Korobeit	Korweinguboora	Lal Lal	Leigh Creek	Lerderderg
Long Forest	Maddingley	Meredith	Merrimu	Millbrook	Mollongghip	Morrison's	Mount Doran
Mount Egerton	Mount Wallace	Myrniong	Navigators	Parwan	Pentland Hills	Pootilla	Rowsley
Scotsburn	Spargo Creek	Springbank	Trentham	Wallace	Warrenheip	Wattle Flat	Yendon

BUSINESS, TOURISM AND INVESTMENT

The diversity of Moorabool's economy, from agriculture through to professional services, underpins our economic resilience. Whilst sustaining our unique regional/rural lifestyle, we leverage our enviable ease of access to Melbourne, Ballarat and Geelong.

Economic development holds a pivotal role in connecting local people to jobs, identifying infrastructure priorities to leverage future investment (such as in Parwan), branding the experiences for visitors in accessing shire attractions and collaborating with local industry and regional stakeholders to build capacity and unlock growth.

Moorabool's prospective industries include agriculture – primary production, agribusiness, health services, tourism, education, retail, and professional and business services. Many supporting industry sectors are anticipated to thrive due to the increased customer base driven by population growth.

The liveability of the shire is key to attracting highly skilled workers and businesses.

Aspects such as housing, skills, transport, access to community infrastructure, culture, health, the natural environment and social capital all influence the economic sustainability of Moorabool. Liveability and visitability are two sides of the same coin – as such tourism and awareness of the shire's brand are key to our vision for growth.

By leading economic development in the shire, Council is positioned as a champion of growth. As well as facilitating and advocating for investment, Council provides support, networking and training for business, along with digital and traditional marketing campaigns to promote the value of spending locally, and the shire's visitor experiences.

The creation of a new Economic Development Strategy and a separate Visitor Economy Strategy will deliver a pathway to further success and growth for Moorabool's economy.



GRANT SUMMARY

Moorabool Shire relies on funding from other levels of government to deliver community outcomes in services and projects.



SUCCESSFUL GRANTS

●	Pilot Program: First Nations Parents Group	\$37,000
●	Youth Awards 2024	\$1,500
●	16 Days of Activism Against Gender-Based Violence	\$1,500
●	Social Q - Growing Healthy Communities	\$150,000
●	Be Connected - Tech Help	\$20,500
●	Bacchus Marsh Racecourse & Recreation Reserve (BMRRR) Multisport Community Pavilion	\$4,000,000
●	Moorabool Engage Youth	\$120,000
●	Moorabool FReeZa	\$75,000
●	Moorabool Safer Local Roads & Streets Program	\$2,000,000
●	Bacchus Marsh Racecourse & Recreation Reserve Dog Park	\$300,000
●	Lal Lal Falls Conservation Reserve Masterplan	\$50,000
●	Dales Creek Shelter at Acacia Avenue, Dales Creek	\$50,000
●	Road Safety for New Arrivals	\$3,160
●	Motorised Mobility Devices	\$250
●	Ballan Cycling Hub Feasibility Study	\$37,500
●	Blackwood Hiking Hub Feasibility Study	\$37,500
●	Strategic Fire Control Road - Ballan-Meredith Road and Bungeeltap South Road	\$15,000
●	Development of a Community Road Safety Strategy	\$46,500
●	Griffith Street Shared Footpath	\$1,814,503.50
●	Gordon Active Loop	\$678,825
●	Kindergarten Central Registration and Enrolment - 2025 Enhancement Grants	\$20,000
●	Maddingley Park Tennis Clubhouse Accessible Amenities Upgrade	\$39,780
●	Youth Art Awards 2025	\$500
●	Talk Moor: Tell Me More ... About Ballan's History	\$1,000

CARRIED OVER GRANTS FROM LAST FINANCIAL YEAR



2025 TAC Local Government Grant Program – Maddingley Village Precinct

\$100,000



Upgrade of Woolpack Road Bridge (over Parwan Creek), Maddingley

\$1,325,587



PART

2



OUR COUNCIL

YEAR IN REVIEW

2024/25

There have been significant achievements across Council's four directorates this past year, as well as delivery on major projects.

More detailed information on the highlights and challenges in each directorate throughout the 2024/25 financial year is shared in the coming pages.



COMMUNITY ASSETS AND INFRASTRUCTURE

Highlights

Within the Engineering Services Unit, the Capital Works Team completed the following:

- ▶ 41 kilometres of roads resealed or resurfaced
- ▶ 12.6 kilometres of sealed roads reconstructed
- ▶ 10.1 kilometres of gravel roads re-sheeted
- ▶ Four kilometres of unsealed shoulders re-sheeted
- ▶ 3.9 kilometres of unsealed shoulders sealed
- ▶ Three kilometres of new footpaths.

Major projects

- ▶ Ballan-Meredith Road: approximately 3 kilometres of road pavement has been widened and rehabilitated - the project has greatly improved this section of road and has come in under budget.
- ▶ Ingliston Road: approximately 5 kilometres of road pavement has been widened and rehabilitated , completing a bigger project of fixing the entire length of Ingliston Road.
- ▶ Yendon No. 2 Road: approximately 3.3 kilometres of road pavement has been widened and rehabilitated, including improvements to the intersection with Triggs Road and Yendon No. 1 Road.
- ▶ Bald Hill Activation - Stage 3 Summit work completed including parking, walking trail, lookouts, artwork, and toilets.
- ▶ Blackwood Township Improvement work: footpaths, bus stop, kerbing, and intersection improvements.
- ▶ Bacchus Marsh Aerodrome: resealing runways and upgraded runway line marking.

Development Infrastructure

- ▶ Verified compliance of almost \$5.3-million of new infrastructure (3 kilometres road network, 9.6 kilometres footpath network, 6 kilometres kerb & channel, of which most is handed to Council from completed subdivision developments).
- ▶ Gifted assets included stages from Stonehill (stage 26), Underbank S901, Old Geelong Road, Hillview Stage 2, Holts Lane, and various smaller infill developments.
- ▶ Processed a total of 276 planning referral applications.
- ▶ Reviewed 87 detailed construction designs.



Assets

- ▶ Development and adoption of the Asset Plan 2025-2035.
- ▶ Review and adoption of the Road Management Plan 2025-2029.
- ▶ Review and adoption of the Asset Management Policy 2025-2029.
- ▶ Delivered priority actions from the Road Safety Strategy Year 4.
- ▶ Produced a ten-year Capital Improvement Plan.
- ▶ Implementation of the new Maintenance Management System APP (Reflect).
- ▶ Processed \$12 million of gifted assets and \$22 million of constructed assets (CIP) into Council's Asset Register.
- ▶ Received 330 Legal Point of Discharge requests.
- ▶ Received 57 Crossover Permit requests.
- ▶ Received 123 Works within Road Reserve Permit requests.
- ▶ Received 16 Building Over Easement Permit requests.
- ▶ Received 217 Asset Protection Permit requests.
- ▶ Achieved 100% proactive inspection compliance for local roads and footpaths as per adopted Council Road Management Plan.
- ▶ Completed more than 7604 proactive infrastructure inspections.
- ▶ Recorded more than 3695 defects.
- ▶ Managed the contract for the annual tree inspections and data collection.
- ▶ Completed 1296 assets facilities maintenance service requests.
- ▶ Completed almost 11,000 individual cleans on public toilets and barbeques.
- ▶ Conducted 660 essential safety measure inspections.
- ▶ Conducted a condition inspection/audit of roads, footpaths and kerbs.
- ▶ Successfully received \$2 million funding from the Safer Local Roads and Streets Program.
- ▶ Successfully received \$2.5 million funding from the Active Transport Fund.



Operations

- ▶ Rectified more than 7,000 local road and path defects (including potholes, edge defects, path or kerb displacement, signage, vegetation, and others).
- ▶ Graded more than 500 kilometres of gravel roads and 100 kilometres of unsealed shoulders as part of the Annual Maintenance Grading Program.
- ▶ Re-sheeted more than 18km of gravel roads and shoulders as part of the Capital Improvement Program.
- ▶ Planted more than 280 trees as part of the Annual Tree Planting Program throughout the municipality.
- ▶ Slashed more than 360km of roadsides across the rural areas of the shire as part of the Annual Roadside Slashing Program.
- ▶ Delivered the annual Electric Line Clearance Program including the inspection of all electrical lines within Bacchus Marsh and the required tree trimming works to ensure appropriate clearance.
- ▶ Prepared and managed numerous sporting playing surfaces to enable safe and enjoyable recreational activities.

Major Projects

Completed construction of:

- ▶ Aqualink Cycling and Walking Corridor – including official opening
- ▶ Ballan Library & Community Hub
- ▶ Navigators Community Centre
- ▶ Dunnstown Recreation Reserve – community pavilion
- ▶ Bacchus Marsh Racecourse Recreation Reserve – regional play space
- ▶ Bacchus Marsh Racecourse Recreation Reserve – cricket nets
- ▶ Darley Park Playground
- ▶ Hine Court, Darley
- ▶ Masons Lane Dog Park
- ▶ Maddingley Park pathways
- ▶ Ballan Office Stage 2 refurbishment.

Started design of:

- ▶ Bacchus Marsh Racecourse Recreation Reserve – Community and Multi-Sport Hub.

Environment and Waste

- ▶ Native roadside vegetation mapping completed for 2025.
- ▶ Draft Sustainable Strategy 2025–2030 prepared.
- ▶ Autumn Plant giveaway held for Moorabool residents with 4500 native plants given to residents for free.
- ▶ Roadside weed management completed for 2024–2025.
- ▶ Service Planning Report for transfer station in progress.
- ▶ Completed waste education campaign funded by Circular Economy Household Education Fund.
- ▶ Garage Sale Trail and BagMuster programs started as part of initiative for Waste and Resource Recovery strategy 2023.
- ▶ Kerbside waste collection achieved approximately 90% customer satisfaction.
- ▶ Undertook an of illegal dumping campaign.
- ▶ Preparing for kerbside reform transition under Recycling Victoria draft standards.



- ▶ Completed designs for Open Space Improvement Projects at Bacchus Marsh Racecourse Recreation Reserve and Carberry Drive.
 - ▶ Completed designs for Small Township Enhancement Projects at Myrniong and implemented Master Plan for Lal Lal.
 - ▶ Prepared the Draft Open Space Strategy 2025–2030 and successfully completed public exhibition.
 - ▶ Oversaw landscaping works within Tavener Street, Queensbrook, Underbank, Hillview and Stonehill in preparation for Practical Completions in 2024/2025.
 - ▶ Drafted an Emergency Management Framework and Strategic Action Plan.
 - ▶ Managed and coordinated the response, relief, and recovery for numerous events including fires in Mount Buninyong and Hopetoun Park.
 - ▶ Completed the Community Resilience Project for the October 2022 floods.
 - ▶ Finalised the Relief and Recovery Sub Plan and self assurance process through the Municipal Emergency Management Planning Committee (MEMPC) and the Grampians Regional Emergency Management Planning Committee (REMP).
 - ▶ Involved in an extraordinarily long fire season which required the opening of respite centres within Moorabool, attending ICC and assisting neighbouring councils, including the large fire in early 2025 at Mount Buninyong.
- ▶ Across the directorate, resourcing has been a challenge. In particular, access to appropriate candidates and retention of staff.
 - ▶ For major projects, increased construction costs have proven to be the biggest challenge.
 - ▶ For Waste Management, there have been significant increases in customer requests associated with:
 - removing charges for bins
 - collection day changes
 - illegal dumping.
 - ▶ For Emergency Management significant challenges were:
 - Funding and resourcing for fire management planning on roadsides and fire access tracks
 - Managing the recovery for five major events in the past three years
 - Continuous staff changeover and loss of experienced staff.
 - ▶ For Operations, there were challenges relating to:
 - Variable climate conditions
 - Increased demand on infrastructure and associated maintenance ramifications.

Native plant giveaway



COMMUNITY STRENGTHENING

Highlights

Community Connections and Wellbeing

Early Years and Youth Development

- ▶ Increased participation and attendances at school holiday programs, Studio 22 sessions and events, the youth awards, the youth art awards and young leaders forum with a combined attendance of well over 1000 people.
- ▶ More than 160 children attended supported playgroups in the shire.
- ▶ A growing number of children were registered for the 2025 kindergarten year with 749 registered children.
- ▶ A total of 161 people accessed the multicultural kindergarten support service.
- ▶ The breast feeding lactation support service supported 100+ mothers.
- ▶ The new parent group had 123 attendees.
- ▶ The Imagination Magic sessions were well attended, with 20-30 participants each month.

Health Promotion and Gender Equality

- ▶ There were 205 actions completed over the three years of the Health and Wellbeing Plan.
- ▶ Health and Wellbeing Plan 2025-2029 – community consultation resulted in 143 community surveys, 55 postcards and 88 additional comments. Three planning workshops were held with internal and external stakeholders. A draft Plan has been developed.
- ▶ Four Gender Impact Assessment (GIA) training sessions with teams were conducted.
- ▶ Council held 16 support sessions with staff undertaking GIAs, and 11 GIAs were submitted and reviewed.

Maternal and Child Health

- ▶ Council's MCH actively supported MCH nursing students, paediatric and medical students.
- ▶ The MCH emotional wellbeing support group commenced.
- ▶ There were more than 530 babies born to Moorabool Shire residents.





Community Development and Activation

Sport and Active Recreation

- ▶ Opened the community facilities at Bacchus Marsh Racecourse and Recreation Reserve (BMRRR), including:
 - All Abilities Playground
 - AFL/cricket opening
 - Cricket/futsal nets
 - Netball/tennis Courts
 - Soccer/cricket oval opening
 - Associated civil works to support the precinct.
- ▶ Completed other capital projects including Dunnstown Pavilion, Darley Playground, various netball courts.
- ▶ Created key draft documents including the Recreation and Leisure Strategy and the Dunnstown Recreation Reserve Masterplan.
- ▶ Successful grant application through the Thriving Suburb Program securing an additional \$4-million for the BMRRR Community and Multi-Sports Hub.
- ▶ Started the Community Service Planning and Mapping project.
- ▶ Record visitation numbers for the outdoor pool season.
- ▶ First full year of operations of MARC indoor stadium. This has resulted in an increase in activation from basketball, almost doubling their usage up to approximately 160 hours per week, netball up 4 hours a week and added three new sports, including volleyball (5 hours per week), futsal (2 hours per week) and pickleball (10 hours per week).

Community Development and Volunteer Support

- ▶ Community Asset Committee end of term and start of term transition process completed, resulting in a significant increase in nominations and new members, increasing from 58 to 81.
- ▶ Updated Community Asset Committee Guidelines approved via Council.
- ▶ Implemented facility activation planning and maintenance logs for all Community Asset Committees, resulting in clearer tracking of progress and planning for future needs.
- ▶ Implemented an online booking system (SpacetoCo) to enable greater access to community facilities.
- ▶ Advertised for new advisory committees.
- ▶ Two successful rounds of community grants, supporting community with access to funds to further activate our shire.
- ▶ Successful grant application to support our First Nations Parents Program.
- ▶ Completed of the Navigators Community Centre Project, delivering improved community facilities for our community.
- ▶ Continued growth in participation of our community events programs, including more than 200 people attending our Volunteers Week and Reconciliation Week events.



*BMRRR
opening*



*Navigators
opening*

Community Place and Prosperity

Arts and Economic Development

- ▶ Held a very successful Hide + Seek Festival, with 57 events over 10 days, attracting approximately 4,000 attendees, 30 business partners and more than 300 artists. Hide + Seek festival 2024 was a finalist for the LGPro community partnerships award.
- ▶ Partnered and hosted the Festival of Small Halls in Ballan, featuring our Young and Local program alumni Paper Cranes supporting UK artist Lucy Farrell and Sunshine Coast duo Hat Fitz and Cara.
- ▶ Completed the Bald Hill sculpture trail featuring the work of James Voller and Cara Johnson.
- ▶ The MAPP exhibition program hosted eight exhibitions and supported 16 local artists.
- ▶ Delivered a public art commission by local artist Justin Nemeth at Ballan Train Station in partnership with the Victorian Department of Transport.
- ▶ Updated the events permit process and moved to an online system.
- ▶ Supported 23 events across the shire with events permits.



Libraries

- ▶ Increased library collection to almost one million items, as part of the Libraries Victoria consortium.
- ▶ Established new library customer survey.
- ▶ Undertook a future case study for Lerderderg Library.
- ▶ Installed new library furniture, including a dedicated listening station and new magazine shelving at Lerderderg Library.
- ▶ Increased library membership by 7%, to 6,802 members with an average of 130 new library members per month.
- ▶ Participated in local events: Ballan Library Community Celebration and annual Autumn Festival; engaged with more than 220 community members at the annual Strawberries and Cherries Festival, more than 290 family members at the Children's Week celebration and with 50 community members at the September 2024 Youth Market.
- ▶ Increased outreach to community early years organisations (kindergartens, child care centres and New Parent Groups).
- ▶ Growth of children's programs, including the new month-long 'Magic Moorabool' program in August 2024 that attracted 390 participants and Saturday tween programming (averaging 30 attendees each session), plus increased popularity of School Holiday Programs (almost tripling from 352 attendees in July 2024 to over 1000 attendees in April 2025).
- ▶ Growth of teen and children's program offerings with increasing partnerships (Australian Poetry Slam regional heat hosted at Lerderderg Library and the Melbourne City of Literature's 'Virtual Writer in Residence' program).
- ▶ Digital Literacy programs – weekly Tech Help sessions (an average of 20 attendees per month) and Technology One-on-One sessions (averaging seven customers per month); delivered the Be Connected program for seniors.
- ▶ Increased partnerships in adult programs such as with Dementia Australia providing monthly 'chat and relax' meetings and a full day 'brain hub' workshop.
- ▶ Continued popularity of monthly BacchChat sessions promoting Moorabool's history through personal narratives of the community, as well as author talks.
- ▶ Increased Peter Carey Short Story and Moorabool Young Writers awards participation.
- ▶ Promoted competitions and reading campaigns such as the 2024 Ballan Library and Community Hub Bookmark Competition, the Warm Winter Reads campaign (almost 300 adult participants) and the annual Big Summer Read.
- ▶ Partnered with the Ballan and District Hospital to activate the \$250,000 contribution from the hospital to the Ballan Library and Community Hub..



Community Connections and Wellbeing

Early Years and Youth Development

- ▶ Less opportunity for grants from other levels of government.
- ▶ Promoting programs- challenging reaching young people, children and families.

Maternal and Child Health

- ▶ Unplanned leave and rescheduling appointments with limited casual MCHN availability.
- ▶ Reduction in Sleep and Settling Grant Funding.

Health Promotion and Gender Equality

- ▶ Ensuring GIAs are completed across Council.

Community Development and Activation

Sport and Active Recreation

- ▶ Project delays due to project cost escalations continue to be an ongoing challenge.
- ▶ MARC stadium first year of operation not achieving the targeted income.

Community Development and Participation

- ▶ Management of Community Asset Committees, mainly around the transition from current to new and the re-appointment process.
- ▶ Management of Community Asset Committee (CAC) request for service and major funding. Managing expectations and explaining the Capital Improvement Plan process to increase awareness and understanding.
- ▶ Implementation of the online booking system and our fees and charges structure.

Community Place and Prosperity

Arts and Economic Development

- ▶ Council election period limited communications for Hide + Seek Festival.
- ▶ Staff resignations and recruitment processes made project delivery challenging for the team.

Libraries

- ▶ Balancing staffing levels and service delivery.

CUSTOMER AND CORPORATE SERVICES

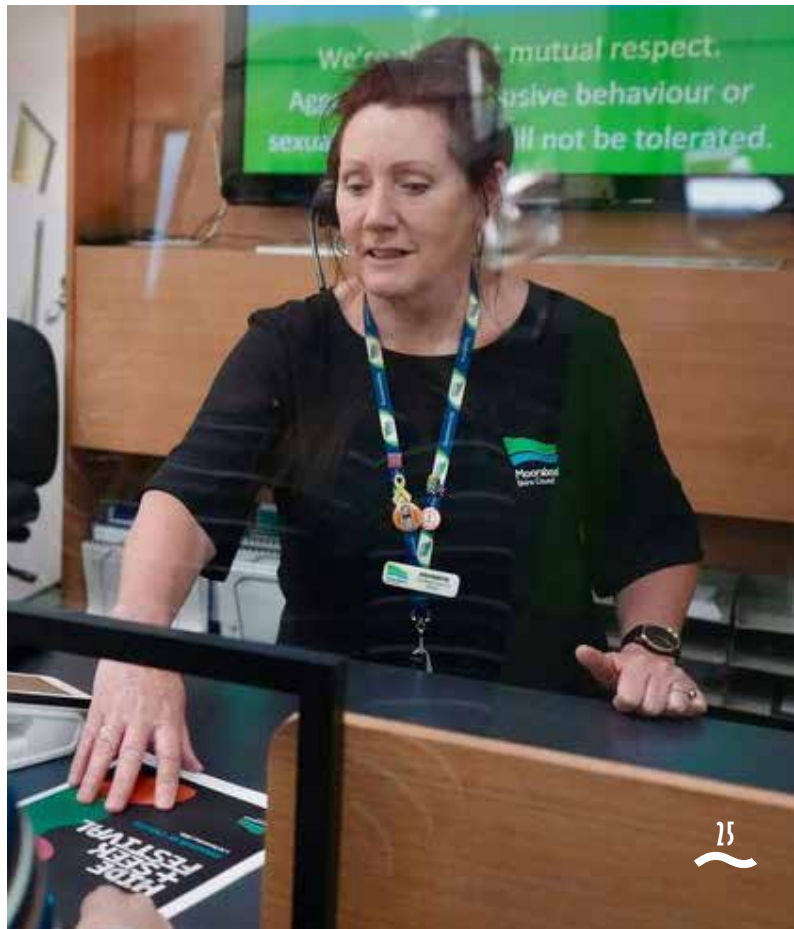
Highlights

Brand and Advocacy

- ▶ Delivered on our advocacy plan and action plan to attract funding and support for Council's priority projects, including the staging of funding announcements and community celebrations such as the MARC Stadium community open day, Ballan Library and Community Hub project start community celebration day.
- ▶ Continued implementation of the Brand Strategy 2022-2025 including designing and installing signage at newly-opened buildings such as the West Maddingley Early Years and Community Hub, Darley Sports and Community Hub and Ballan Recreation Reserve Pavilion.
- ▶ Launched a brand awareness campaign, #TheMoorYouKnow #MooraFacts, which used statistics from the annual report to provide facts and information about Council's many services.
- ▶ Increased engagement and following across all corporate social media channels (Facebook Instagram, LinkedIn).
- ▶ Supported our community with informed and timely communications, particularly on our advocacy agenda, the delivery of major infrastructure projects, and for major service changes such as the implementation of a new waste contractor.

Finance

- ▶ Implemented Accounts Payable automation via Rapid AP.
- ▶ Made significant efforts and advancements in the implementation of the new Property & Rating system (Datascope).
- ▶ Implemented capital works reporting in Calumo reporting system.
- ▶ Successfully onboarded new staff in support of project implementation and to support business as usual activities and opportunities for finance staff to act in new or different roles and gain valuable experience.
- ▶ Commenced implementation of fleet review recommendations.
- ▶ Met all statutory financial and reporting obligations.



Customer Experience and Innovation

- ▶ Implemented more online self-service options to enable customers to make a payment, report an issue, and submit an application via Council's website.
- ▶ Improved internal operational efficiency via continued integration of the Customer Relationship Management (CRM) system.
- ▶ Developed quality assurance framework to support customer service officer development and a consistent customer experience.
- ▶ Improved the internal knowledgebase for customer service officer reference to lead to increase of first point of contact resolution to customer enquiries.
- ▶ Integrated the new waste contractor process and systems into the CRM.

Information and Communication Technology

- ▶ Council's security posture has been strengthened with the introduction of new technologies.
- ▶ Training has increased to leverage the investment we make in Microsoft licencing.
- ▶ Installation of Internet of Things (IoT) gateways to be able to capture usage data of infrastructure across the shire.
- ▶ Delivery of the Datascope ERP project.

- ▶ Managing growing workload to meet community demand for information with finite resources.
- ▶ Ensuring detailed communications plans are developed for all major projects and initiatives, to ensure optimum results.
- ▶ Managing and adapting to the quickly changing media landscape including shifting social and traditional media platforms and AI.
- ▶ Loss of staff and onboarding and training several new staff within the finance/procurement team.
- ▶ Navigating uncertainty and rapid technological changes.
- ▶ Project fatigue/change management fatigue.
- ▶ Undertaking measures to reduce and minimise single source dependency within the finance team through multi skilling and resource allocation.
- ▶ Security threats evolve daily and staying ahead of these has to remain our highest priority.
- ▶ Shadow IT, where the unauthorised use of IT software in the organisation introduces risk and complexity, making it difficult to manage.

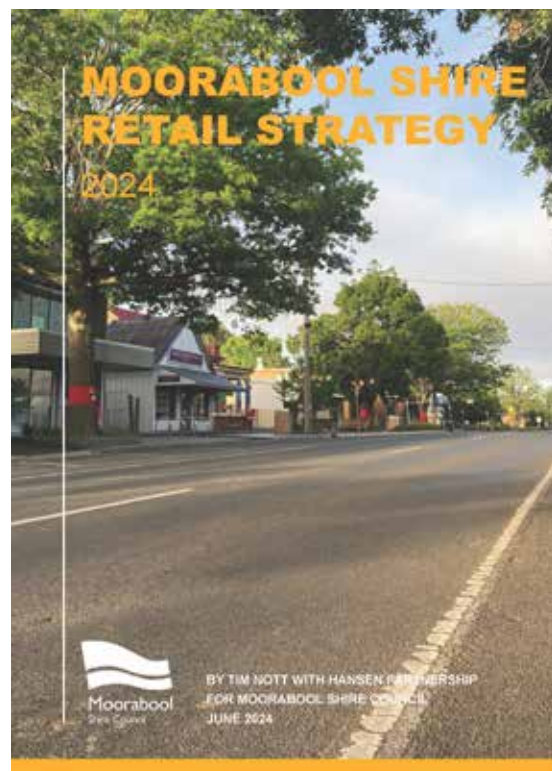


COMMUNITY PLANNING AND DEVELOPMENT

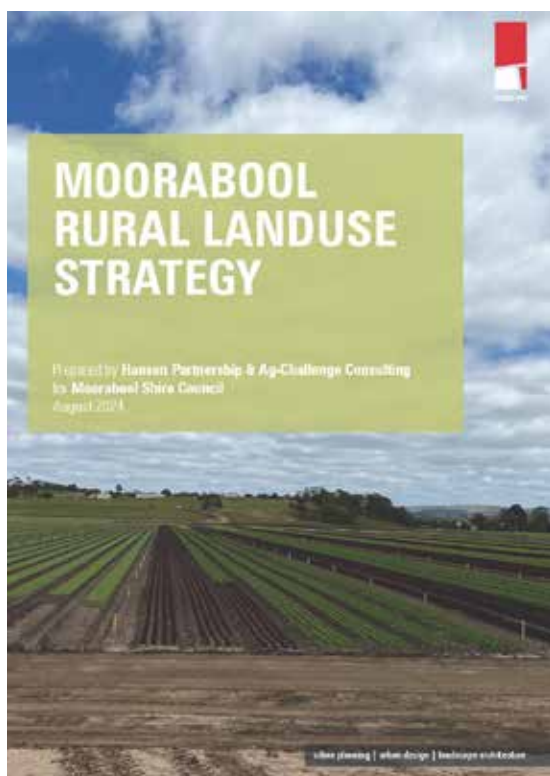
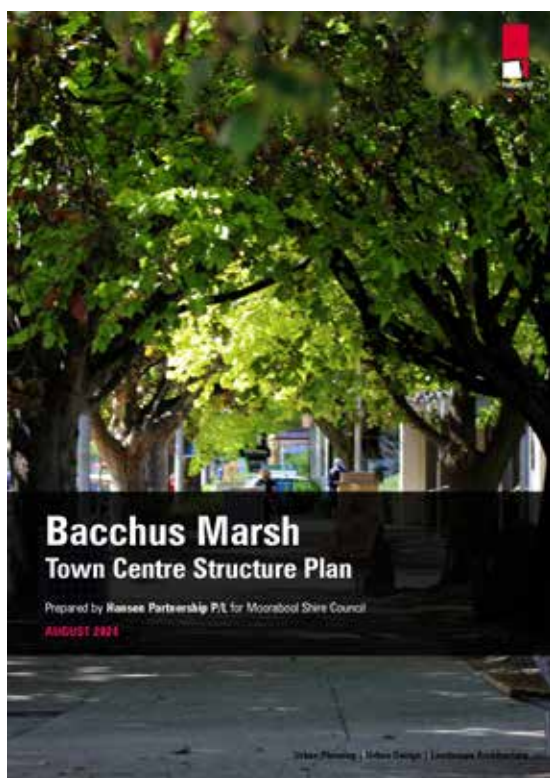
Highlights

Growth and Development

- ▶ Moorabool Rural Land Use Strategy finalised and adopted by Council.
- ▶ Bacchus Marsh Town Centre Structure finalised and adopted by Council.
- ▶ Heritage Strategy 2024-2028 finalised and adopted by Council.
- ▶ Moorabool Shire Retail Strategy finalised and adopted by Council.
- ▶ Undertook community consultation for Planning Scheme Amendment C085 West Moorabool Heritage Study (106 individual places and 7 heritage precincts across Ballan, Blackwood, Bungaree, Gordon, Lal Lal, Millbrook, Mount Egerton and Wallace, proposed for inclusion in the Heritage Overlay).
- ▶ Undertook community consultation for Planning Scheme Amendments C108 Ballan Precinct 5 (rezoning of land for a growth precinct with potential to provide for approximately 900 new lots, active open space, community facilities, a local retail centre, local parks and shared trails).
- ▶ Undertook community consultation for Planning Scheme Amendment C099 Halletts Way (rezoning of surplus land to a residential zone, including two lots along Werribee River that will become public reserves).
- ▶ Undertook community consultation for Planning Scheme Amendment C103 Hopetoun Park North (rezoning of land for a growth precinct with potential to provide for approximately 400 new lots, active open space, community facilities, a local retail centre, local parks and shared trails).
- ▶ Obtained Council support to seek authorisation from the Department of Transport and Planning to progress Planning Scheme Amendment C115 Retail Strategy Implementation into the Moorabool Planning Scheme.



- ▶ Recommended work with the Victorian Planning Authority to progress the Merrimu and Parwan Employment Precinct Structure Plans.
- ▶ Provided submissions to state and federal government departments including the Victorian Government's Plan for Victoria and Infrastructure Victoria's 30-year strategy.



Statutory Planning and Regulatory Services

Statutory Planning

- ▶ There were 226 planning applications determined.
- ▶ 84% of planning applications were determined within 60 statutory days. This compares favourably with all Victorian councils average of 66% and Peri Urban councils average of 57%, placing Moorabool as one of the best performing councils in the state.
- ▶ In 62% of VCAT cases, Council's decision was affirmed (5 out of 8 appeals were in Council's favour).
- ▶ 93% of VicSmart (fast track process) planning applications were determined within 10 statutory days.
- ▶ 424 new lots were created.
- ▶ There were 32 Section 173 Agreements registered (Section 173 Agreement is a legal agreement made between a landowner and Council associated with planning permits).
- ▶ Planning permits based on developments totalling \$1.1-billion were approved (including large scale projects involving renewable energy or agri-business investment).

Enforcement

- ▶ Developed the Moorabool Shire Planning Investigations procedure guide to provide for a consistent approach and clear processes when dealing with complex enforcement issues.

Building Services

- ▶ 100 Building Notices and Orders issued.
- ▶ 116 Report and Consents issued (approval of minor variations that do not require planning permit e.g. reduction of setback or increase of building height).
- ▶ 6 Place of Public Entertainment (POPE) certificates issued (required for public events e.g. festivals).
- ▶ 78 pools and spas registered.
- ▶ 701 building permits lodged with Council.
- ▶ Cost of building works \$220,320,485 (as shown on building permits).
- ▶ Audit undertaken and private building surveyors notified to submit essential outstanding documentation required to finalise building permit e.g. Occupancy Permits, Certificates of Final Inspections. 372 permits from 2018 to 2022 have been closed off.

Public Health (formerly Environmental Health)

- ▶ 370 food safety inspections.
- ▶ 240 food businesses registered.
- ▶ 38 food businesses closed.
- ▶ 97 public health and wellbeing businesses registered (hair, beauty, accommodation etc).
- ▶ 8 public health and wellbeing businesses closed.
- ▶ 45 Permits to install issued.
- ▶ 50 wastewater approvals issued.
- ▶ 90 wastewater inspections conducted.
- ▶ 201 referral requests.
- ▶ 1,109 vaccinations administered.
- ▶ Commencement of Domestic Wastewater Management Plan action for wastewater inspections of Bungaree, Wallace and Dunnstown.

Community Safety

- ▶ 16 school crossings safely supervised throughout the shire.
- ▶ 6,702 animals registered.
- ▶ 22 animals rehomed (animals adopted directly through Council from the pound).
- ▶ 149 animals sent to rescue (animals transferred to external animal rescue groups for rehoming, enabling the animals to be moved out of the Council pound faster and improving welfare outcomes).
- ▶ 140 animals returned home (animals that were impounded but later collected and returned to their owners).
- ▶ 152 euthanised (mostly feral cats).
- ▶ 1,013 Domestic animal related reports attended.
- ▶ 300+ building sites managed for compliance with Community Local Law.
- ▶ 1,029 reports of illegal dumping attended.
- ▶ Illegal dumping campaign launched to increase public awareness.
- ▶ Surveillance cameras rolled out in hotspot areas to monitor illegal dumping offences.
- ▶ Full review of Community Safety services conducted.



Special Projects

Western Renewables Link

- ▶ Submissions were made to key Victorian Government engagement processes highlighting the burden of renewable energy infrastructure on host communities, the environment and impacted land uses.
- ▶ Continued preparations for the upcoming Environment Effects Statement (EES) submission for Western Renewables Link (WRL), the main approvals process for the project.
- ▶ Advocated for improved community benefit sharing outcomes for renewable energy infrastructure proposals.
- ▶ Provided comments on technical reports reviewed as part of Council's role on the WRL Technical Reference Group, advocating for the best possible outcomes for our community and environment.
- ▶ Reviewed Council's High Voltage Transmission Line Setback Policy to reflect the Australian Energy Infrastructure Commissioner's latest recommendations.



Industrial Land Facilitation

- ▶ Worked with the Victorian Government and industry stakeholders to address the shortage of development-ready industrial land within Moorabool Shire.

Telecommunications

- ▶ Facilitated multiple telecommunications blackspot upgrades.

Liaison and Coordination

- ▶ Attended community reference group meetings for major developments proposed within the shire to understand and advocate for community interests wherever possible.
- ▶ Actively participated in the drafting of key strategic Council documents, including the Heritage Strategy 2024-2028 and Council Plan 2025-2029.
- ▶ Chaired coordination meetings with key agencies, such as Regional Development Victoria (RDV), Invest Victoria, Department of Energy, Environment and Climate Action (DEECA), Department of Premier and Cabinet (DPC) and other agencies in relation to matters of strategic importance.

System Improvements

- ▶ Proactive approach to the introduction of additional planning and building and enforcement modules (Greenlight portal/system) and Council website upgrades to ensure greater online efficiencies for Council and more importantly an improved online experience for the customer.
- ▶ Development of Report and Consents processing in Greenlight. Including adding templates to ensure ease of processing. Customers can apply for a report and consent directly via the Greenlight module. Previously this was a manual process. This improvement has made the process easier for applicants and enables officers to make quicker decisions.

Transitioned from manual processes to on-line services:

- ▶ On-line animal registration.
- ▶ Report and Consent applications (minor variations not requiring a planning permit e.g., reduce boundary setback).

Challenges

- ▶ Changing policy direction from the Victorian Government (proposed new direction via Plan for Victoria and draft housing targets).
- ▶ Delays to timeframes for Victorian Planning Authority (VPA) led residential growth precincts and the Parwan Employment Precinct in Bacchus Marsh.
- ▶ Reduction in planning applications being lodged with Council (indicative of an industry wide challenge).
- ▶ Increase in unowned and semi-owned animals resulting in an increase in animals in the pound.
- ▶ Targeted approach to proactive enforcement to ensure safety and compliance in high-risk areas such as building sites and parking (especially around schools) and illegal dumping of building materials and general waste.
- ▶ Pause in Precinct Structure Plans (PSPs) and the impacts for growth area planning.
- ▶ Victorian Government restructuring.
- ▶ Increasing pressure from renewable energy development proposals.
- ▶ Input into planning permit processes where Council is not the decision maker.



Lerderderg Gorge

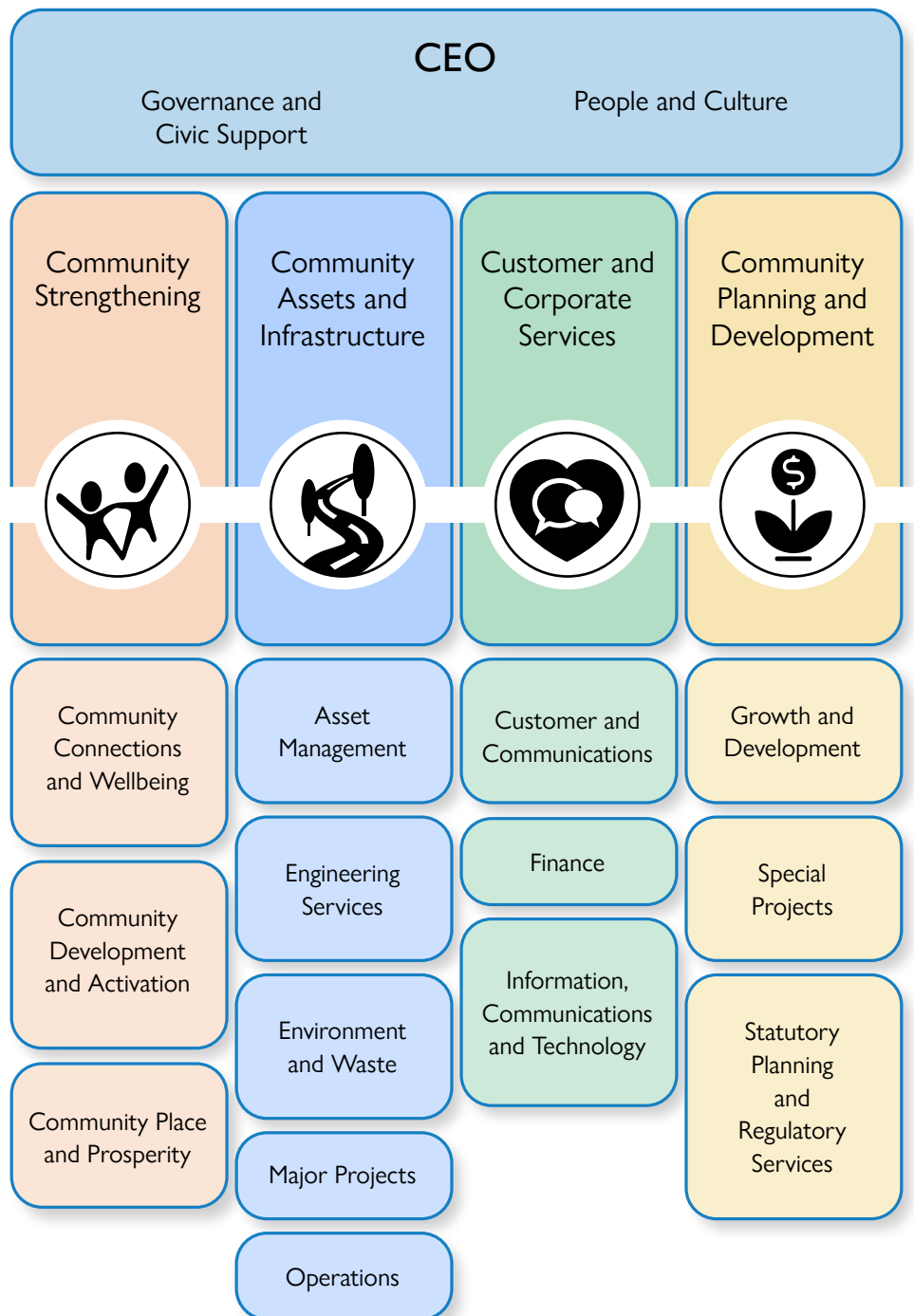


COUNCIL ORGANISATION AND TEAM STRUCTURE

Moorabool Shire Council is led by a leadership team of key staff - the Chief Executive Officer, three General Managers and two Executive Managers.

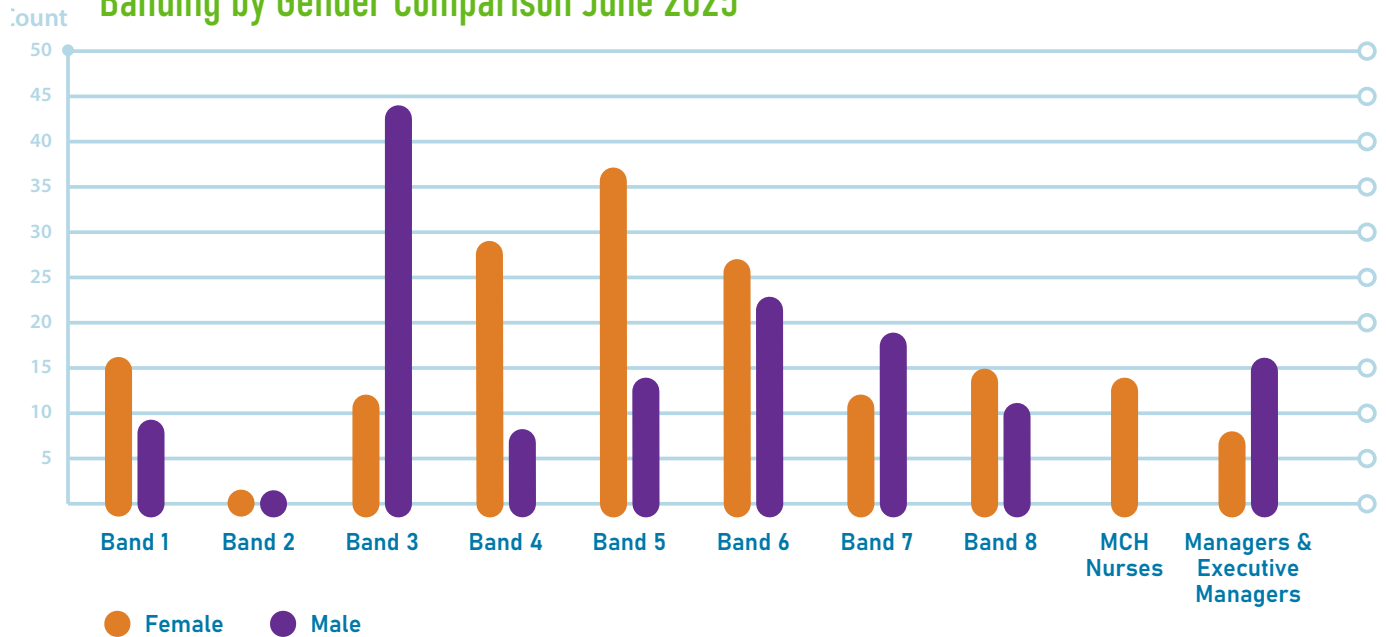
The organisation also employs third-tier managers who make up the Senior Management Team. This team manages the day-to-day operational activities of the organisation to deliver the core corporate goals as stipulated in the Council Plan.

Please refer to our website for any updates to staffing and structure.



EMPLOYEE INFORMATION

Banding by Gender Comparison June 2025



Staff by Gender

Council's workforce maintains a relatively balanced profile, comprising 54% female and 46% male employees.

Executive representation shifted towards male employees this year, with 33% female and 67% male, compared to 43% female and 57% male in 2024.

Maternal and Child Health (MCH) continues to be an all-female workforce, with 100% female and no male staff, highlighting an ongoing opportunity to improve gender representation in this area.

Band 8 (senior coordinators) shows the most notable differential in gender balance, with female representation rising from 49% to 58% female, and male representation decreasing from 51% to 42% male.

Band 7 remains male-leaning, with 39% female and 61% male, showing little change from 2024.

Band 6 remains balanced, with 54% female and 46% male.

Band 5 continues to be strongly female-dominated, with 73% female and 27% male, showing only a slight drop in female representation compared to last year.

Band 4 remains predominantly female, at 78% female and 22% male.

Band 3 remains largely male, at 79% male and 21% female, reflecting a modest increase in male representation compared to 2024. The majority of roles remain permanent outdoor positions, with smaller pockets of mixed-gender work in libraries and leisure facilities.

Band 2 has an equal split this year with 50% female and 50% male. Given there are only two employees at this level, this change has minimal overall impact on workforce trends.

Band 1 (school crossing supervisors) retains its consistent gender profile of 64% female and 36% male for the third consecutive year.



TRAINING AND DEVELOPMENT

Council's commitment to the professional development of our people continued through a range of learning and development opportunities supported this financial year, which improves staff retention and service delivery for our community.

As part of the Develop @ Moorabool Program, we were able to offer 21 courses delivered in-house in our Darley Training Hub, with the average number of attendees at 10 people per session. In addition to this, we had 100 Council staff attend professional development workshops at the Australian Institute of Management. We also funded external workshops, webinars, seminars, courses and conferences for 51 staff members.

Over the course of the financial year we hosted six traineeships, in partnership with MEGT and BGT. Of the six trainees, five continued employment at Council. We are proud of our ability to support these individuals.

As part of our leadership program, we celebrated the success of the first year of the Women @ Moorabool program. We had 17 women undertake the bespoke program designed to support women to connect, learn and lead – by providing access to opportunities for skill development, knowledge enhancement, and networking. The feedback from participants was 100% satisfaction with their experience of the program, which we will build on in future years.

Our Lead @ Moorabool program completed its third year, covering four leadership streams: leading self, leading people, leading change, and leading excellence. Across the four leadership streams in 2024-25, there were 53 participants.

To support our staff in formal training, this financial year we had six of our staff undertaking further study across a range of qualifications from Certificate III to Masters degrees with financial support from Council in line with our Study Assistance Support Policy.

Looking ahead to 2025/26, the new business partner model within organisational development has strengthened our ability to connect with staff and deliver professional development opportunities that are responsive to individual and team needs.

ACCESS AND INCLUSION

Council respects the rights of equal access for everyone and values the diverse communities who live, visit and work in the Shire. Our municipality plays host to people young and old, those living with a disability, people with diverse gender identities, LGBTIQ communities, people with diverse political perspectives and those who have experienced advantage or disadvantage. It is this diversity that strengthens our community and shapes the services, facilities and public spaces we provide every day.

PART

3



OUR PERFORMANCE

PERFORMANCE

Council's performance for the 2024-25 year has been reported against strategic objectives to demonstrate how Council is performing in achieving the 2021- 2025 Council Plan.

Performance has been measured as follows:

- ▶ Results achieved in relation to the strategic objectives in the Council Plan.
- ▶ Progress in relation to the major initiatives identified in the Budget.
- ▶ Services funded in the Budget and the persons or sections of the community who are provided those services.
- ▶ Results against the prescribed service performance indicators and measures.



Summary of Outcomes of 2021-2025 Council Plan (Year 4)

STRATEGIC OBJECTIVE 1: HEALTHY, INCLUSIVE AND CONNECTED NEIGHBOURHOODS

Strategic Context	Strategic Action	Outcome
1.1 Improve the health and wellbeing of our community	Review the Recreation and Leisure Strategy	In Progress The Draft Recreation and Leisure Strategy is due to go to Council late 2025 for community consultation.
	Implement the annual actions of the Health and Wellbeing Plan	In progress (90%) Current plan finishes 31 October 2025.
	Implement the annual actions of the Age Well Live Well Strategy	In progress (90%) Officers are reviewing the actions and ensuring the work has been completed. The newly appointed Positive Ageing Advisory Committee will assist in reviewing and helping to prioritise new actions.
	Implement the annual actions of the Disability, Accessibility and Inclusion Plan	In progress (50%) Officers are reviewing the actions and ensuring work has been completed. The newly appointed Disability and Inclusion Advisory Committee will assist in review and helping to prioritise new actions.
	Implement the Annual Actions of the Young Communities Strategy	Completed
1.2 Improve access and opportunities for integrated transport	Develop an Integrated Transport Plan for Growth Areas	In progress (90%) Draft Ballan Integrated Transport Plan is due for review late July 2025. Consultation will follow in the second quarter of 2025-2026.

Strategic Context	Strategic Action	Outcome
1.3 Facilitate opportunities for the community to gather and celebrate	Investigate opportunities to support volunteerism in the shire	In progress (30%) Volunteer week was in May 2025 and officers arranged a BBQ for local volunteers, attended by more than 80 people. A further volunteer expo is planned for senior's month in October 2025.
	Implement the annual actions of the Arts and Culture Strategy	Completed
	Develop a Township Improvement Plan for one small town annually	Completed
1.4 Develop a vision and provide opportunities for rural communities	Implement Township Improvement plans in accordance with the annual budget	Completed, with just minor defect works to be done during spring 2025.
	Complete construction of Ballan Library and Community Hub	Completed
1.5 Provide access to services to improve community connection in the Shire	Complete construction of the Regional Bowls Facility (external funding dependent)	Project on hold.
	Implement the annual actions of the Female Friendly Sport and Recreation Participation and Facilities Strategy	In progress (25%) A report was presented at the August 2025 Council meeting, which outlined the strong performance in line with the implementation plan. This report highlighted the organisation's performance against year 3 of the 10-year strategy.

STRATEGIC OBJECTIVE 2: LIVEABLE AND THRIVING ENVIRONMENTS

Strategic Context	Strategic Action	Outcome
2.1 Develop planning mechanisms to enhance livability in the shire	Review and update the Draft Urban Design Guidelines for new development, including sustainable subdivision principles	Completed
	Consult and complete Bungaree and Wallace Structure Plan	Completed
	Consult and complete Bacchus Marsh Town Centre Structure Plan	Completed
2.2 Beautify our shire including our parks, gardens, streetscapes, public and open spaces	Implement the Gateway Strategy	Completed
	Develop the Open Space Strategy	Completed
	Implement the Open Space Strategy	Completed
2.3 Enhance our natural environments	Consult and finalise the Sustainable Environment Strategy	In Progress (90%) Strategy approved for public consultation at August Council meeting. Final document currently planned to be brought back to November Council meeting.
	Develop a Sustainable Materials Policy for infrastructure work	Completed
2.4 Grow local employment and business investment	Develop an Investment Attraction Strategy	Draft strategy has been finalised following internal and external consultation. Further consultation is scheduled with the Executive and Councillors.
2.5 Create a viable offering to attract visitors, tourists and investment	Develop a set of guiding principles to facilitate placemaking	In Progress (20%) Officers across Council departments will discuss relevant actions stemming from the new Council Plan.

STRATEGIC OBJECTIVE 3: A COUNCIL THAT LISTENS AND ADAPTS TO THE NEEDS OF OUR EVOLVING COMMUNITIES

Strategic Context	Strategic Action	Outcome
3.1 Listen, analyse, and understand community needs	Implement annual actions of the ICT Strategy and strive to achieve data custodianship best practices to securely manage community data	Completed
3.2 Align services to meet the needs of the community	Implement the Service Planning Framework per the adopted services	Completed
	Develop Recreation Reserves Master Plan	In progress (90%) The Draft Dunnstown Recreation Reserve Master Plan is due to go to Council for community consultation at the September 2025 Council meeting. The Elaine Recreation Reserve Master Plan has commenced.



Summary of Carried Forward Outcomes of 2017-2021 Council Plan (2020 - 2021 Review)

STRATEGIC OBJECTIVE 1: PROVIDING GOOD GOVERNANCE & LEADERSHIP

Strategic Context	Strategic Action	Outcome
Nil	Nil	Nil

STRATEGIC OBJECTIVE 2: MINIMISING ENVIRONMENTAL IMPACT

Strategic Context	Strategic Action	Outcome
2B Natural Environment	Develop and implement a policy on allocation, use and trading of water for Council's water assets	In Progress (85%) The Trading of Water for Council Assets Policy aims to guide the Council in managing any excess water it may have through water allowances. A draft policy was previously developed and provided to consultants working on the Bacchus Marsh Integrated Water Management Strategy for inclusion. However, due to the scale of the Integrated Water Strategy, the draft was not incorporated. As a result, the Trading Water Policy remains in draft form, with completion anticipated in 2025.

STRATEGIC OBJECTIVE 3: STIMULATING ECONOMIC DEVELOPMENT

Strategic Context	Strategic Action	Outcome
3A Land Use Planning	Incorporate Strategic Documents into the Planning Scheme - West Moorabool Heritage Study	In Progress (89%) Council resolved to request the appointment of a planning panel to hear submissions to the Amendment at the July 2025 Council meeting. A planning panel has been appointed, and a panel hearing will be held in September 2025.



PART

4



GOVERNANCE
MANAGEMENT AND
OTHER INFORMATION

GOVERNANCE

Residents and ratepayers elect Councillors to advocate for the community's needs and aspirations. Council's authority is exercised as a whole rather than through individual Councillors.

Post-2024 elections, Moorabool Shire Council consists of nine Councillors who are democratically elected by the constituents of Moorabool Shire in accordance with the Local Government Act 2020 (the Act).

The role of Council is to provide leadership for the good governance of the Moorabool Shire that includes:

- ▶ Acting as a representative government by taking into account the diverse needs of the local community in decision making
- ▶ Providing leadership by establishing strategic objectives and monitoring their achievement
- ▶ Maintaining the viability of Council by ensuring that resources are managed in a responsible and accountable manner

- ▶ Advocating the interests of the local community to other communities and governments
- ▶ Acting as a responsible partner in government by taking into account the needs of other communities
- ▶ Fostering community cohesion and encouraging active participation in civic life.

The Chief Executive Officer is responsible for:

- ▶ Supporting the Mayor and Councillors
- ▶ Establishing and maintaining an appropriate organisational structure for Council
- ▶ Ensuring that the decisions of Council are implemented without undue delay
- ▶ Managing Council's day-to-day operations in accordance with the Council Plan
- ▶ Providing timely advice to Council.

Pykes Creek



MEETINGS OF COUNCIL

Council conducts open public meetings on the first Wednesday of every month except January and makes decisions on the items listed in the Council Meeting agenda.

Members of the community are welcome to attend these meetings and observe from the gallery or view the proceedings online via Council's website.

Council meetings also provide the opportunity for community members to submit a question to Council, make a submission or speak to an item on the agenda. Where required, Special Meetings of Council may be held to make decisions on important issues between scheduled meeting times.

For the 2024-2025 year Council held the following meetings:

- 10 Ordinary Council Meetings
- 7 Special Council Meetings

The table below depicts each Councillor as present or as an apology for each meeting in the 2024-2025 year.

ORDINARY MEETINGS OF COUNCIL - COUNCILLOR ATTENDANCE 2024-2025

	Cr David Edwards	Cr Tonia Dudzik	Cr Tom Sullivan	Cr Moira Berry	Cr Paul Tatchell	Cr Rod Ward	Cr Ally Munari	Cr John Keogh	Cr Sheila Freeman	Cr Steve Venditti-Taylor	Cr Jarrod Bingham
3 Jul 24	1	1	1	1	1	1	1	N/A	N/A	N/A	N/A
7 Aug 24	1	1	0	0	1	1	1	N/A	N/A	N/A	N/A
4 Sep 24	0	1	1	1	1	1	1	N/A	N/A	N/A	N/A
4 Dec 24	N/A	N/A	1	1	1	1	1	1	1	1	1
18 Dec 24	N/A	N/A	1	1	1	1	1	1	1	1	1
5 Feb 25	N/A	N/A	1	1	1	1	1	1	1	1	1
5 Mar 25	N/A	N/A	1	1	1	1	1	1	1	1	1
2 Apr 25	N/A	N/A	1	1	1	1	1	1	1	1	1
7 May 25	N/A	N/A	1	1	1	1	1	1	1	1	1
4 Jun 25	N/A	N/A	1	1	1	1	1	1	1	1	1

N/A indicates that the individual was not serving as a councillor during the relevant period, either prior to the commencement of their term or following its conclusion.

SPECIAL MEETINGS OF COUNCIL - COUNCILLOR ATTENDANCE 2023-2024

	Cr David Edwards	Cr Tonia Dudzik	Cr Tom Sullivan	Cr Moira Berry	Cr Paul Tatchell	Cr Rod Ward	Cr Ally Munari	Cr John Keogh	Cr Sheila Freeman	Cr Steve Venditti-Taylor	Cr Jarrod Bingham
17 Jul 24	1	1	1	1	1	1	1	N/A	N/A	N/A	N/A
11 Sep 24	0	1	1	1	1	1	1	N/A	N/A	N/A	N/A
18 Sep 24	1	1	1	1	0	1	1	N/A	N/A	N/A	N/A
14 May 25	N/A	N/A	1	1	1	1	1	1	1	1	1
21 May 25	N/A	N/A	1	1	1	1	1	1	1	1	1
11 Jun 25	N/A	N/A	1	1	1	1	1	1	1	1	1
25-Jun-25	N/A	N/A	1	1	1	1	1	1	1	1	1

N/A indicates that the individual was not serving as a councillor during the relevant period, either prior to the commencement of their term or following its conclusion.



DELEGATED COMMITTEES

Pursuant to the provisions of section 63 of the Local Government Act 2020, Council may establish one or more delegated committees consisting of:

- ▶ At least two Councillors
- ▶ And may include any other persons.

Delegated committees are established to assist Council with executing specific functions or duties.

By instrument of delegation, Council may delegate to the members of a delegated committee such functions, duties or powers of the Council that it deems appropriate, utilising provisions of the Local Government Act 2020.

Council cannot delegate certain powers as specifically indicated in section 11(2) of the Act.

The following Delegated Committees have been established by Council under section 63 of the Local Government Act 2020.

- ▶ Development Assessment Committee
- ▶ Moorabool Growth Management Committee.

COMMUNITY ASSET COMMITTEES

Pursuant to the provisions of section 65 of the Local Government Act 2020, Council may establish one or more Community Asset Committees, for the purposes of managing a community asset, and appoint as many members the Council considers necessary.

The CEO may delegate certain powers, duties or functions to members of a Community Asset Committee, which must be exercised subject to specific terms and conditions.

The following Community Asset Committees have been established by Council under section 65 of the Local Government Act 2020.

- ▶ Bacchus Marsh Public Hall
- ▶ Blacksmith's Cottage and Forge
- ▶ Dunnstown Recreation Reserve
- ▶ Elaine Recreation Reserve
- ▶ Gordon Public Hall
- ▶ Greendale Recreation Reserve
- ▶ Lal Lal Soldiers Memorial Hall
- ▶ Millbrook Community Centre
- ▶ Navigators Community Centre
- ▶ Wallace Public Hall
- ▶ Wallace Recreation Reserve.





ADVISORY COMMITTEES

In addition to the Delegated Committees of Council and Community Asset Committees, Council has the ability to create Advisory Committees by resolution with delegated authority established under the Local Government Act 2020.

The following committees currently have no specific delegated powers to act on behalf of Council or commit Council to any expenditure unless resolved explicitly by Council following recommendation from the Committee. Their function provides substantial expertise to the Council's planning by way of advisory recommendations.

The following Advisory Committees have been established by Council:

- ▶ Audit and Risk Advisory Committee
- ▶ Australia Day Award Selection Panel
- ▶ Bacchus Marsh District Trails Advisory Committee
- ▶ Economic Development Taskforce Advisory Committee
- ▶ Heritage Advisory Committee
- ▶ Local Business Advisory Committee
- ▶ Maddingley Park Advisory Committee
- ▶ Moorabool Environment and Sustainability Advisory Committee
- ▶ Moorabool Health and Wellbeing Advisory Committee
- ▶ Public Arts and Collections Advisory Committee.

COUNCILLOR CODE OF CONDUCT

Moorabool Shire Councillors are bound by a Councillors Code of Conduct. The Code is designed to assist Councillors in maintaining the highest standards of conduct and behaviour as well as providing a means for dealing with conflicts which may occur. The Code is also intended to assist the Mayor and Councillors to discharge their public office appropriately. The Code covers relationships between Councillors and staff, the use of Council resources and dispute resolution procedures. The Councillor Code of Conduct can be viewed on Council's website.

COUNCILLOR ALLOWANCES

In accordance with the Local Government Act 2020, Councillors are entitled to receive an allowance whilst performing their duty as a Councillor. The Mayor and Deputy Mayor are also entitled to receive a higher allowance.

The Victorian Government sets the upper and lower limits for all allowances paid to Councillors and Mayors. Councils are divided into three categories based on the income and population of each Council. In this instance Moorabool Shire Council is recognised as a category two Council.

For the period ending 30 June 2025, the Councillor annual allowance for a category two Council (as defined by the Local Government Act 2020) was fixed at \$34,028 per annum and the allowance for the Mayor was \$111,987 per annum and the Deputy Mayor \$55,994 per annum. The Councillor and Mayoral allowance is inclusive of the equivalent of the superannuation guarantee contribution (currently 11.5%).

CONFLICT OF INTEREST

Councillors are elected by the residents and ratepayers to act in the best interests of the community. This is a position of trust that requires Councillors 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's Governance Rules contain a process for the disclosure of a conflict of interest. Declaration of conflicts of interest is a standard agenda item for all Council and Committee meetings.

While the procedures vary depending on the 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 interest. During 2024-25, 17 conflicts of interest were declared.

COUNCILLOR EXPENSES

In accordance with Section 41 of the Local Government Act 2020, Council is required to reimburse a Councillor for expenses incurred whilst performing his or her duties as a Councillor.

Council is also required to adopt and maintain a policy in relation to the reimbursement of expenses for Councillors.

The details of the expenses, including reimbursement of expenses for each Councillor and member of a Council committee paid by the Council for the 2024-25 year are set out in the following table.

Councillors	Conf \$	CM \$	TR \$	IC \$	MS \$	Trn \$	Total \$
Cr Edwards	-	-	-	67	-	-	67
Cr Sullivan	1,444	-	-	544	-	450	2,438
Cr Dudzik	-	-	-	190	100	-	290
Cr Tatchell	700	988	-	735	-	1,450	3,872
Cr Ward	1,114	-	1,043	195	-	2,100	4,451
Cr Berry	-	-	2,758	544	100	450	3,852
Cr Munari	414	1,286	546	544	-	450	3,240
Cr Bingham	-	-	-	335	-	450	785
Cr Freeman	-	-	-	335	-	450	785
Cr Keogh	636	-	-	335	-	450	1,421
Cr Venditti-Taylor	-	-	-	335	-	450	785
	4,308	2,274	4,346	4,159	200	6,700	21,985

Legend: Conf (Conferences), CM (Car Mileage), TR (Travel), IC (Information and Communication expenses), MS (Membership), Trn (Training).

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



RISK MANAGEMENT

Organisational Risk Registers were updated by the respective Service Unit Managers.

Risks are managed across the organisation at three levels, Strategic, Operational and Corporate:

- ▶ Strategic - Risks that can impede the achievement of organisational goals
- ▶ Operational - Risks that can impede the achievement of the Service Unit goals
- ▶ Corporate - Risks that are common to more than one Service Unit.

INTERNAL AUDIT

Council's internal audit function provides independent and objective assurance that the appropriate processes and controls are in place across Council.

The internal auditor attends each Audit and Risk Advisory Committee meeting to report on the status of the Internal Audit Plan, to provide an update on the implementation of audit recommendations and to present findings of completed reviews. The responsible general manager and manager for each area reviewed are required to review recommendations for improvement and determine management action plans. All audit issues identified are risk rated.

Recommendations are assigned to the responsible manager and tracked in Council's corporate reporting system. Managers provide quarterly status updates that are reviewed by the Internal Auditor and reported to the Executive and the Audit and Risk Advisory Committee.

EXTERNAL AUDIT

Council is externally audited by the Victorian Auditor-General. For the 2024-25 year the annual external audit of Council's Financial Statements and Performance Statement was conducted by the Victorian Auditor-General's representative.

The external auditors attend in February or May each year to present the audit plan to the Audit and Risk Advisory Committee and in September each year to present the independent audit report.

The external audit management letter and responses are also provided to the committee.

FRAUD POLICY

Council maintains a Fraud Policy which applies to any irregularity or suspected irregularity in relation to dishonest and illegal activities involving employees and/or any other parties with a business relationship with Council.

INSURANCE

2024-25 saw an overall increase in the cost of all insurance policies. Council's insurance portfolio is maintained to ensure that corporate risk exposures are minimised.

AUDIT AND RISK ADVISORY COMMITTEE

The Audit and Risk Advisory Committee (the Committee) operates under Section 53 of the Local Government Act 2020.

The primary functions of the committee are to provide oversight and assistance to Council in fulfilling its responsibilities for the financial performance and reporting process, the system of internal control, fraud prevention controls, internal/external audit processes and Council's process for monitoring compliance with legislation, regulations and its own adopted codes and policies.

It is the Committee's role to report to Council and provide appropriate advice and recommendations on matters relevant to its Charter, to facilitate decision-making by Council.

The Committee does not have executive powers or authority to implement actions in areas over which management has responsibility and does not have any delegated financial responsibility. The Committee does not have any management functions and is therefore independent of management.

The Committee is formally appointed by Council to ensure effective communication between Council's external auditor, internal auditor, Management and Council.

The Committee consists of five Council-appointed members; three independent members: Linda MacRae (Chair), Simon Dalli and Peter Smith, and two Councillors.

When a vacancy arises within the independent membership, Council invites expressions of interest from suitably qualified and experienced persons to fill the position.

The Councillor members are appointed annually and the independent members are appointed for a term of up to three years and may be appointed for up to two consecutive terms. The Chairperson must be an independent member.

The Chief Executive Officer, General Manager Customer and Corporate services, selected officers and Council's internal auditor (appointment by contract) attend all meetings which are held five times a year at a minimum. Other members of staff are also invited to attend meetings to present reports that assist the Committee to discharge its responsibilities.

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





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 a written request to the Freedom of Information Officer, as detailed in section 17 of the *Freedom of Information Act 1982* and in the 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.

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

Further information regarding FOI can be found at www.ovic.vic.gov.au and on Council's website.

In 2024-2025, Council received 25 Freedom of Information requests with no valid request to be carried over to the 2025/26 financial year.

Requests granted in full	0
Requests granted in part, subject to specific exemptions	12
Requests denied in full, subject to specific exemptions.	5
Requests being processed as of June 30, 2025	0
Other (where requests were withdrawn or no documents found under the FOI Act or documents provided outside of the FOI Act)	8
Total	25

PUBLIC INTEREST DISCLOSURES

Council is a public body subject to the *Public Interest Disclosures Act 2012*. The purpose of the Act is to encourage and facilitate the making of disclosures of improper conduct by public officers and public bodies, including Moorabool Shire Council, its staff, employees and Councillors.

Moorabool Shire Council is committed to the aims and objectives of the Act. It recognises the value of transparency and accountability in its administrative and management practices and supports the making of disclosures that reveal improper conduct. It does not tolerate improper conduct by the organisation, its employees, officers, or Councillors, nor the taking of reprisals against those who come forward to disclose such conduct.

As required under the Act, Moorabool Shire Council has established procedures to facilitate and encourage the making of disclosures under the Act and how Council handles any such disclosures received. These procedures are available on Council's website at moorabool.vic.gov.au or by contacting Council's Public Interest Disclosure Principal Officer.

In accordance with the *Public Interest Disclosures Act 2012*, the following specific reporting requirements have been included in this Annual Report.

Disclosures made to Council	0
Disclosures referred to Independent Broad-based Anti-corruption Commission (IBAC) for determination as to whether they are public interest disclosures	0
Disclosed matters referred to the Council by IBAC	0
Disclosed matters referred by Council to IBAC or the Ombudsman for investigation	0
Investigations of disclosed matters taken over by IBAC or the Ombudsman from Council	0
Disclosed matters that the Council has declined to investigate	0
Disclosed matters that were substantiated on investigation and the action taken on completion of the investigation	0
Recommendations of IBAC or the Ombudsman under the Act that relate to the Council	0

ROAD MANAGEMENT ACT MINISTERIAL DIRECTION

In accordance with Section 22 of the Road Management Act 2004, Council declares that no ministerial directions were received by Council during the reportable financial year.

FOOD ACT MINISTERIAL DIRECTION

In accordance with Section 7E of the Food Act 1984, Council declares that no ministerial directions were received by Council during the reportable financial year.

INFRASTRUC- TURE AND DEVELOPMENT CONTRIBUTIONS

In accordance with section 46GM and 46QD of the Planning and Environment Act 1987, a Council that is considered 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.

For the 2024/25 year, Council had no infrastructure and development contributions collected under an infrastructure or development contributions plan.



MANAGEMENT

Council has implemented a number of statutory and better practice items to strengthen its management framework. Having strong governance and management frameworks leads to better decision making by Council. The Local Government Act 2020 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 next section. The following items have been highlighted as important components of the management framework.



2024/2025 GOVERNANCE AND MANAGEMENT CHECKLIST

Requirement		Assessment	Date Applicable
Community engagement policy (policy outlining Council’s commitment to engaging with the community on matters of public interest)	Adopted in accordance with section 55 of the Act	YES	24/03/2021
Community engagement guidelines (guidelines to assist staff to determine when and how to engage with the community)	Current guidelines in operation	YES	24/03/2021
Financial Plan (plan under section 91 of the Act outlining the financial and non-financial resources required for at least the next 10 financial years)	Adopted in accordance with section 91 of the Act	YES	26/06/2025
Asset Plan (plan that sets out the asset maintenance and renewal needs for key infrastructure asset classes for at least the next 10 years)	Adopted in accordance with section 92 of the Act	YES	26/06/2025
Revenue and Rating Plan (plan setting out the rating structure of Council to levy rates and charges)	Adopted in accordance with section 93 of the Act	YES	26/06/2025
Annual budget (plan setting out the services to be provided and initiatives to be undertaken over the next 12 months and the funding and other resources required)	Budget adopted in accordance with section 94 of the Act	YES	6/06/2025
Risk policy (policy outlining Council’s commitment and approach to minimising the risks to Council’s operations)	Current policy in operation	YES	03/07/2024

Requirement		Assessment	Date Applicable
Fraud policy (policy outlining Council's commitment and approach to minimising the risk of fraud)	Current policy in operation	YES	07/06/2023
Municipal Emergency Management Planning (Participation in meetings of the Municipal Emergency Management Planning Committee.)	Municipal Emergency Management Planning Committee (MEMPC) meetings attended by one or more representatives of Council (other than the chairperson of the MEMPC) during the financial year.	YES	13 August 2024 Meeting 12 November 2024 Meeting 11 February 2025 Meeting 20 May 2025 Meeting
Procurement policy (policy outlining the principles, processes and procedures that will apply to all purchases of goods and services by the Council)	Adopted in accordance with section 108 of the Act	YES	03/11/2021
Business continuity plan (plan setting out the actions that will be taken to ensure that key services continue to operate in the event of a disaster)	Current plan in operation	YES	23/04/2024
Disaster recovery plan (plan setting out the actions that will be undertaken to recover and restore business capability in the event of a disaster)	Current plan in operation	YES	24/08/2024
Complaint policy (Policy under section 107 of the Act outlining Council's commitment and approach to managing complaints.)	Policy developed in accordance with section 107 of the Act.	YES	25/10/2024
Workforce plan (Plan outlining Council's commitment and approach to planning the current and future workforce requirements of the organisation.)	Plan developed in accordance with section 46 of the Act	YES	23/12/2021

Requirement		Assessment	Date Applicable
Payment of rates and charges hardship policy (Policy outlining Council's commitment and approach to assisting ratepayers experiencing financial hardship or difficulty paying their rates.)	Current policy in operation	YES	06/02/2019
Risk management framework (framework outlining Council's approach to managing risks to the Council's operations)	Current framework in operation	YES	03/07/2024
Audit and Risk Committee (advisory committee of Council under section 53 and 54 of the Act)	Established in accordance with section 53 of the Act	YES	26/08/2020
Internal audit (independent accounting professionals engaged by the Council to provide analyses and recommendations aimed at improving Council's governance, risk and management controls)	Internal auditor engaged	YES	01/12/2020
Performance reporting framework (a set of indicators measuring financial and non-financial performance, including the performance indicators referred to in section 98 of the Act)	Current framework in operation	YES	06/12/2024
Council Plan report (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)	Current report	YES	26/06/2025
Quarterly budget reports (quarterly reports to Council under section 97 of the Act, comparing actual and budgeted results and an explanation of any material variations)	Quarterly reports presented to Council in accordance with section 97(1) of the Act.	YES	Q1 - 06/12/2024 Q2 - 05/03/2025 Q3 - 04/06/2025 Q4 - Scheduled for October 2025
Risk reporting (six-monthly reports of strategic risks to Council's operations, their likelihood and consequences of occurring and risk minimisation strategies)	Risk reports prepared and presented	YES	14/08/2025

Requirement	Assessment	Date Applicable
Performance reporting (six-monthly reports of indicators measuring the results against financial and non-financial performance, including performance indicators referred to in section 98 of the Act)	Performance reports prepared	YES 2021-25 - Q4 June - Sept 2024 2021-25 - Q1 Oct-Dec 2024 2021-25 - Q2 July-Sept 2024 2021-25 - Q3 January - March 2025
Annual report (annual report under sections 98 and 99 of the Act containing a report of operations and audited financial and performance statements)	Annual report presented at a meeting of Council in accordance with section 100 of the Act.	YES 26/06/2025
Councillor Code of Conduct (Code setting out the standards of conduct to be followed by Councillors and other matters.)	Code of conduct reviewed and adopted in accordance with section 139 of the Act	YES 24/02/2021
Delegations (documents setting out the powers, duties and functions of Council and the Chief Executive Officer that have been delegated to members of staff)	Delegations reviewed in accordance with section 11(7) of the Act and a register kept in accordance with sections 11(8) and 47(7) of the Act	YES 12/05/2023
Meeting procedures (Governance Rules governing the conduct of meetings of Council and delegated committees)	Governance Rules adopted in accordance with section 60 of the Act.	YES 01/11/2023

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



Derek Madden
Chief Executive Officer

Date: 8 October 2025



Cr Paul Tatchell
Mayor

Date: 8 October 2025



PART

5



PERFORMANCE STATEMENT

Independent Auditor's Report

To the Councillors of Moorabool Shire Council

Opinion	I have audited the accompanying performance statement of Moorabool Shire Council (the council) which comprises the: • description of municipality for the year ended 30 June 2025 • service performance indicators for the year ended 30 June 2025 • financial performance indicators for the year ended 30 June 2025 • sustainable capacity indicators for the year ended 30 June 2025 • notes to the accounts • certification of the performance statement. In my opinion, the performance statement of Moorabool Shire Council in respect of the year ended 30 June 2025 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.
Basis for Opinion	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. 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. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.
Councillors' responsibilities for the performance statement	The Councillors 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 Local Government (Planning and Reporting) Regulations 2020 and for such internal control as the Councillors 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.

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 Councillors 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
13 October 2025

Travis Derricott
as delegate for the Auditor-General of Victoria



Description of Municipality

Moorabool Shire is a fast-growing semi-rural municipality nestled between Melbourne, Geelong and Ballarat. Moorabool's eastern boundary is located just 40km west of Melbourne's CBD and extends westwards to the City of Ballarat municipal boundary. The Shire straddles Victoria's Western Highway and has excellent transport access to Melbourne, Ballarat and Geelong.

Spanning more than 2,111 square kilometres, Moorabool is made up of 64 localities, hamlets and towns. More than 74% of the Shire comprises of water catchments, state forests and national parks.

The estimated resident population of Moorabool Shire in 2024/25 is 39,814 and is forecast to double in the next 20 years.

Service Performance Indicators (year ended 30 June 2025)

	2022	2023	2024	2025		Comment
Service / Indicator / Measure [Formula]	Actual	Actual	Actual	Target as per budget	Actual	
Aquatic Facilities						
Utilisation						
Utilisation of aquatic facilities [Number of visits to aquatic facilities / Municipal population]	0.27	0.29	0.29	N/A	0.33	The increase in utilisation of local aquatic facilities was due to an increase in the average temperature during the summer months and the pools being open on more days and for longer hours
Animal Management						
Health and safety						
Animal management prosecutions [Number of successful animal management prosecutions / Number of animal management prosecutions] x 100	100%	0%	0%	N/A	0%	Two dog attack prosecutions initiated in 24/25 with the result not as yet determined through the court system.
Food Safety						
Health and safety						
Critical and major non-compliance outcome notifications [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	83.33%	53.85%	80.00%	N/A	63.64%	The decrease in the percentage of critical non-compliance outcome follow ups from 80% to 63.64% is primarily due to the timing of non-compliance identification. The majority of major non-compliances were identified towards the latter part of the reporting period, which meant that follow-up actions and notifications could not be completed within the same

Service / Indicator / Measure [Formula]	2022	2023	2024	2025		Comment
				Target as per budget	Actual	
major non-compliance notifications about a food premises] x100						reporting timeframe. These were followed-up in the next reporting period.
Governance						
Consultation and engagement						
<i>Satisfaction with community consultation and engagement</i>						
[Community satisfaction rating out of 100 with how Council has performed on community consultation and engagement]	46	48	47	48	48	
Libraries						
Participation						
<i>Library membership</i> [Number of registered library members / Population] x100	N/A	N/A	20.82%	N/A	17.18%	Approximately 30% of all Victorians are library members. This understates the actual level of community engagement with libraries as it does not include, e.g. children whose parents borrow for them) and people who visit the library to use collections, computers, wifi or library spaces, or attend events but are not library members
Maternal and Child Health (MCH)						
Participation						
<i>Participation in the MCH service</i> [Number of children who attend the MCH service at least once (in the year)	67.18%	66.63%	65.99%	N/A	67.76%	

Service / Indicator / Measure [Formula]	2022	2023	2024	2025		Comment
				Target as per budget	Actual	
/ Number of children enrolled in the MCH service] x100						
<i>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	67.03%	64.71%	64.71%	N/A	73.05%	An increase in the participation rates of our Aboriginal families is a result of additional support provided through our Enhanced and Universal MCH service.
Roads						
Condition						
<i>Sealed local roads maintained to condition standards</i> [Number of kilometres of sealed local roads below the renewal intervention level set by Council / Kilometres of sealed local roads] x100	96.14%	96.89%	94.82%	97.00%	95.12%	
Statutory Planning						
Service standard						
<i>Planning applications decided within required time frames</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	79.74%	73.63%	95.58%	84.00%	83.33%	This year's result is comparable to the previous results, excepting last year's result was an Outlier and above expectations. This year's figure is in line with industry expectations.
Waste Management						

Service / Indicator / Measure [Formula]	2022	2023	2024	2025		Comment
				Target as per budget	Actual	
Waste diversion						
<i>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	41.25%	39.67%	39.22%	43.00%	36.93%	

Service Performance Indicators - Definitions

"Aboriginal child" means a child who is an Aboriginal person

"Aboriginal person" has the same meaning as in the Aboriginal Heritage Act 2006

"Active library member" means a member of a library who has borrowed a book from the library

"Annual report" means an annual report prepared by a council under sections 131, 132 and 133 of the Act

"Class 1 food premises" means food premises, within the meaning of the Food Act 1984, that have been declared as class 1 food premises under section 19C of that Act "Class 2 food premises" means food premises, within the meaning of the Food Act 1984, that have been declared as class 2 food premises under section 19C of that Act

"Critical non-compliance outcome notification" means a notification received by council under section 19N(3) or (4) of the Food Act 1984, or advice given to council by an authorised officer under that Act, of a deficiency that poses an immediate serious threat to public health

"Food premises" has the same meaning as in the Food Act 1984

"Local road" means a sealed or unsealed road for which the council is the responsible road authority under the Road Management Act 2004

"Major non-compliance outcome notification" means a notification received by a council under section 19N(3) or (4) of the Food Act 1984, 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 "Population" means the resident population estimated by council

"WorkSafe reportable aquatic facility safety incident" means an incident relating to a council aquatic facility that is required to be notified to the Victorian WorkCover Authority under Part 5 of the Occupational Health and Safety Act 2004.

Financial Performance Indicators (year ended 30 June 2025)

	2022	2023	2024	2025		2026	2027	2028	2029	Material Variations and Comments
Dimension / Indicator / Measure [Formula]	Actual	Actual	Actual	Target as per budget	Actual	Forecasts	Forecasts	Forecasts	Forecasts	
Efficiency										
Expenditure level										
Expenses per property assessment [Total expenses / Number of property assessments]	\$3,676.84	\$3,436.97	\$3,832.37	\$3,540.00	\$3,751.65	\$3,614.60	\$3,753.69	\$3,735.55	\$3,778.57	
Revenue level										
Average rate per property assessment [Sum of all general rates and municipal charges / Number of property assessments]	\$1,822.81	\$1,902.73	\$1,934.51	\$2,013.55	\$1,978.91	\$2,042.07	\$2,113.55	\$2,173.16	\$2,236.41	
Liquidity										
Working capital										
Current assets compared to current liabilities [Current assets / Current liabilities] x100	126.31%	102.05%	74.12%	124.00%	71.19%	111.75%	112.46%	120.13%	128.09%	
Unrestricted cash										
Unrestricted cash compared to current liabilities	-100.12%	-35.64%	-42.90%	59.82%	-33.29%	31.33%	49.12%	58.78%	67.78%	Unrestricted cash has improved due to decreases in the net

	2022	2023	2024	2025		2026	2027	2028	2029	Material Variations and Comments
Dimension / Indicator / Measure [Formula]	Actual	Actual	Actual	Target as per budget	Actual	Forecasts	Forecasts	Forecasts	Forecasts	
[Unrestricted cash / Current liabilities] x100										carry over of capital works and conditional grants unspent.
Obligations										
Loans and borrowings										
Loans and borrowings compared to rates	29.36%	58.72%	67.29%	64.58%	63.65%	51.26%	53.00%	66.69%	55.83%	In 2025/26 Council will repay \$4.5 million in loans (relating to an interest only loan drawn down in 2015/16), which will significantly reduce the balance of overall borrowings. Council's long term plan forecasts that \$12.5 million in new borrowings will be taken up in 2027/28.
[Interest bearing loans and borrowings / Rate revenue] x100										
Loans and borrowings repayments compared to rates	14.19%	2.09%	3.14%	6.26%	3.69%	57.30%	6.19%	8.01%	9.41%	The significant increase in 2025/26 is due to Council paying back the principal of \$4.5 million of an interest only loan drawn down in 2015/16.
[Interest and principal repayments on interest bearing loans and borrowings / Rate revenue] x100										

	2022	2023	2024	2025		2026	2027	2028	2029	Material Variations and Comments
Dimension / Indicator / Measure [Formula]	Actual	Actual	Actual	Target as per budget	Actual	Forecasts	Forecasts	Forecasts	Forecasts	
Indebtedness										
Non-current liabilities compared to own source revenue [Non-current liabilities / Own source revenue] x100	26.26%	22.05%	19.42%	46.00%	10.58%	41.79%	42.68%	53.94%	44.23%	Non-current liabilities have decreased from last financial year due to a significant portion of interest-bearing liabilities moving to current liabilities. Council has an interest only loan that will mature early in the 2025/26 financial year.
Asset renewal and upgrade										
Asset renewal and upgrade compared to depreciation [Asset renewal and asset upgrade expense / Asset depreciation] x100	104.31%	156.06%	127.03%	155.00%	118.57%	102.35%	109.61%	89.77%	106.19%	
Operating position										
Adjusted underlying result										
Adjusted underlying surplus (or deficit) [Adjusted underlying surplus (deficit)/ Adjusted underlying revenue] x100	-7.04%	6.03%	-21.88%	-2.82%	0.43%	-2.19%	-2.64%	0.03%	0.00%	Improvement mainly due to Council receiving 50% of the 2025/26 Financial Assistance Grants allocation in the 2025/26 financial year.

	2022	2023	2024	2025		2026	2027	2028	2029	Material Variations and Comments
Dimension / Indicator / Measure [Formula]	Actual	Actual	Actual	Target as per budget	Actual	Forecasts	Forecasts	Forecasts	Forecasts	
Stability										
Rates concentration										
Rates compared to adjusted underlying revenue [Rate revenue / Adjusted underlying revenue] x100	64.36%	64.40%	77.17%	72.00%	65.50%	71.56%	71.90%	72.02%	72.87%	Adjusted underlying revenue has increased due to Council receiving 50% of the 2025/26 Financial Assistance Grants allocation in the 2024/25 financial year.
Rates effort										
Rates compared to property values [Rate revenue / Capital improved value of rateable properties in the municipality] x100	0.38%	0.33%	0.30%	0.32%	0.31%	0.34%	0.34%	0.35%	0.36%	

Financial Performance Indicators – Definitions

"Adjusted underlying revenue" means total income other than:

- a. non-recurrent grants used to fund capital expenditure; and non-monetary asset contributions; and
- b. 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

- "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 "Current assets" has the same meaning as in the AAS
- "Current liabilities" has the same meaning as in the AAS
- "Non-current assets" means all assets other than current assets
- "Non-current liabilities" means all liabilities other than current liabilities
- "Non-recurrent grant" means a grant obtained on the condition that it be expended in a specified manner and is not expected to be received again during the period covered by a council's Strategic Resource Plan
- "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 "Recurrent grant" means a grant other than a non-recurrent grant
- "Residential rates" means revenue from general rates, municipal charges, service rates and service charges levied on residential properties
- "Restricted cash" means cash and cash equivalents, within the meaning of the AAS, that are 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
- "Unrestricted cash" means all cash and cash equivalents other than restricted cash.

Sustainable Capacity Indicators (year ended 30 June 2025)

	2022	2023	2024	2025	Comment
Indicator / Measure [Formula]	Actual	Actual	Actual	Actual	
Population					
Expenses per head of municipal population [Total expenses / Municipal population]	\$1,831.57	\$1,657.76	\$1,840.99	\$1,801.48	
Infrastructure per head of municipal population [Value of infrastructure / Municipal population]	\$15,641.58	\$17,738.94	\$19,009.72	\$19,522.25	
Population density per length of road [Municipal population / Kilometres of local roads]	25.03	25.68	26.74	27.14	
Own-source revenue					
Own-source revenue per head of municipal population [Own-source revenue / Municipal population]	\$1,285.16	\$1,361.56	\$1,398.37	\$1,357.41	
Recurrent grants					
Recurrent grants per head of municipal population [Recurrent grants / Municipal population]	\$377.29	\$347.67	\$83.85	\$435.34	The indicator has gone back to its normal level after an anomaly in last years result. Council had received the 2023/24 Grants Commission allocation in the 2022/23 financial year. The 2024/25 allocation was not paid forward. Therefore, significantly reducing recurrent grant income in the 2023/24 financial year.
Disadvantage					
Relative Socio-Economic Disadvantage [Index of Relative Socio-Economic Disadvantage by decile]	7.00	7.00	7.00	7.00	



Indicator / Measure [Formula]	2022	2023	2024	2025	Comment
	Actual	Actual	Actual	Actual	
Workforce turnover					
Percentage of staff turnover [Number of permanent staff resignations and terminations / Average number of permanent staff for the financial year] x100	33.3%	22.2%	13.8%	12.3%	The reduction in turnover is primarily due to Council's ongoing work in establishing itself as a destination employer. Attraction and retention efforts, coupled with a powerful employee value proposition (make working with us work for you) has resulted in the continual evolution of professional and leadership development platforms, progressional opportunities, reward and recognition incentives and flexible wrk arrangements. The result is more of our people electing to stay with Council and pave a rewarding career.

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 2025-26 to 2028-29 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.

2024-2025 Performance Statement

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.



James Hogan
Chief Financial Officer

Dated:

In our opinion, the accompanying performance statement of the Moorabool Shire Council for the year ended 30 June 2025 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.



Cr. Paul Tatchell
Councillor
Date: 8 October 2025



Cr. Moira Berry
Councillor
Date: 8 October 2025



Derek Madden
Chief Executive Officer
Date: 8 October 2025

PART

6



FINANCIAL
STATEMENT



MOORABOOL SHIRE COUNCIL ANNUAL FINANCIAL REPORT

For the Year Ended 30 June 2025

Moorabool Shire Council

2024/2025 Financial Report

Table of Contents

Financial Report

FINANCIAL REPORT

Certification of the Financial Statements
Victorian Auditor-General's Office Report

Financial Statements

Comprehensive Income Statement
Balance Sheet
Statement of Changes in Equity
Statement of Cash Flows
Statement of Capital Works

Notes to Financial Statements

- Note 1 Overview
- Note 2 Analysis of our results
 - 2.1. Performance against budget
 - 2.1.1. Income and expenditure
 - 2.1.2. Capital works
 - 2.2. Analysis of Council results by program
- Note 3 Funding for the delivery of our services
 - 3.1. Rates and charges
 - 3.2. Statutory fees and fines
 - 3.3. User fees
 - 3.4. Funding from other levels of government
 - 3.5. Contributions
 - 3.6. Net gain/ (loss) on disposal of property, infrastructure, plant and equipment
 - 3.7. Other income
- Note 4 The cost of delivering services
 - 4.1. Employee costs
 - 4.2. Materials and services
 - 4.3. Depreciation
 - 4.4. Allowance for impairment losses
 - 4.5. Borrowing costs
 - 4.6. Loss on revaluation
 - 4.7. Other expenses



Moorabool Shire Council 2024/2025 Financial Report Table of Contents

Financial Report

- Note 5 Investing in and financing our operations
- 5.1. Financial assets
 - 5.2. Non-financial assets
 - 5.3. Payables, trust funds and deposits and contract and other liabilities
 - 5.4. Interest bearing liabilities
 - 5.5. Provisions
 - 5.6. Financing arrangements
 - 5.7. Commitments
- Note 6 Assets we manage
- 6.1. Property, infrastructure plant and equipment
- Note 7 People and relationships
- 7.1. Council and key management remuneration
 - 7.2. Related party disclosure
- Note 8 Managing uncertainties
- 8.1. Contingent assets and liabilities
 - 8.2. Change in accounting standards
 - 8.3. Financial instruments
 - 8.4. Fair value measurement
 - 8.5. Events occurring after balance date
- Note 9 Other matters
- 9.1. Reserves
 - 9.2. Reconciliation of cash flows from operating activities to surplus/(deficit)
 - 9.3. Superannuation
- Note 10 Change in accounting policy

Certification of the Financial Statements 2024/2025

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*, Australian Accounting Standards and other mandatory professional reporting requirements.



James Hogan CPA
Principal Accounting Officer

Dated: 8 October 2025

Ballan

In our opinion the accompanying financial statements present fairly the financial transactions of Moorabool Shire Council for the year ended 30 June 2025 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.



Moira Berry
Councillor

Date: 8 October 2025



Paul Tatchell
Councillor

Date: 8 October 2025



Derek Madden
Chief Executive Officer

Date: 8 October 2025

Independent Auditor's Report

To the Councillors of Moorabool Shire Council

Opinion	I have audited the financial report of Moorabool Shire Council (the council) which comprises the: • balance sheet as at 30 June 2025 • 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 policy information • certification of the financial statements. In my opinion the financial report presents fairly, in all material respects, the financial position of the council as at 30 June 2025 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.
Basis for Opinion	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. 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. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.
Councillors' responsibilities for the financial report	The Councillors 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 Councillors 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. In preparing the financial report, the Councillors 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.

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 Councillors
- conclude on the appropriateness of the Councillors' 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 Councillors 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

Comprehensive Income Statement For the Year Ended 30 June 2025

	Note	2025 \$'000	2024 \$'000
Income / Revenue			
Rates and charges	3.1	47,186	45,567
Statutory fees and fines	3.2	1,155	1,606
User fees	3.3	2,353	2,453
Grants - operating	3.4(a)	15,736	3,103
Grants - capital	3.4(b)	11,420	13,234
Contributions - monetary	3.5	5,409	1,425
Contributions - non-monetary	3.5	17,813	14,995
Net gain (or loss) on disposal of property, infrastructure, plant and equipment	3.6	(2,303)	(5,698)
Other income	3.7	3,350	5,039
Total income / revenue		102,119	81,724
Expenses			
Employee costs	4.1	(27,663)	(25,572)
Materials and services	4.2	(23,410)	(24,472)
Depreciation	4.3	(16,242)	(14,588)
Allowance for impairment losses	4.4	(96)	(154)
Borrowing costs	4.5	(1,115)	(812)
Loss on revaluation	4.6	(173)	-
Other expenses	4.7	(722)	(672)
Total expenses		(69,421)	(66,270)
Surplus for the year		32,698	15,454
Other comprehensive income			
Items that will not be reclassified to surplus or deficit in future periods			
Net asset revaluation gain/(loss)	9.1	11,859	45,506
Total other comprehensive result		11,859	45,506
Total comprehensive result		44,557	60,960

The above statement should be read in conjunction with the accompanying notes

Balance Sheet As at 30 June 2025

	Note	2025 \$'000	2024 \$'000
Assets			
Current assets			
Cash and cash equivalents	5.1	9,941	15,097
Trade and other receivables	5.1	15,720	16,491
Other financial assets	5.1	10,500	6,000
Inventories	5.2	71	49
Prepayments	5.2	1,274	901
Other assets	5.2	165	68
Total current assets		37,671	38,606
Non-current assets			
Trade and other receivables	5.1(c)	15	15
Property, infrastructure, plant and equipment	6.1	898,969	857,551
Total non-current assets		898,984	857,566
Total assets		936,655	896,172
Liabilities			
Current liabilities			
Trade and other payables	5.3(a)	6,260	6,393
Trust funds and deposits	5.3(b)	5,916	5,740
Contract and other liabilities	5.3(c)	10,099	14,209
Provisions	5.5	5,532	5,119
Interest-bearing liabilities	5.4	25,110	20,626
Total current liabilities		52,917	52,087
Non-current liabilities			
Provisions	5.5	791	583
Interest-bearing liabilities	5.4	4,925	10,035
Total non-current liabilities		5,716	10,618
Total liabilities		58,633	62,705
Net assets		878,022	833,467
Equity			
Accumulated surplus		307,625	274,704
Reserves	9.1	570,397	558,763
Total Equity		878,022	833,467

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

Statement of Changes in Equity For the Year Ended 30 June 2025

	Note	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
2025					
Balance at beginning of the financial year		833,465	274,704	545,228	13,535
Surplus/(deficit) for the year		32,698	32,698	-	-
Net asset revaluation gain/(loss)	9.1	11,859	-	11,859	-
Transfers to other reserves	9.1	-	(5,636)	-	5,636
Transfers from other reserves	9.1	-	5,863	-	(5,863)
Balance at end of the financial year		878,022	307,625	557,089	13,308

	Note	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
2024					
Balance at beginning of the financial year		772,507	261,571	499,722	11,214
Surplus/(deficit) for the year		15,454	15,454	-	-
Net asset revaluation gain/(loss)	6.1	45,506	-	45,506	-
Transfers to other reserves	9.1	-	(4,066)	-	4,066
Transfers from other reserves	9.1	-	1,745	-	(1,745)
Balance at end of the financial year		833,467	274,704	545,228	13,535

The above statement should be read in conjunction with the accompanying notes

Statement of Cash Flows For the Year Ended 30 June 2025

		2025 Inflows/ (Outflows) \$'000	2024 Inflows/ (Outflows) \$'000
Note			
Cash flows from operating activities			
		45,100	43,818
		1,155	1,606
		2,353	2,453
		19,489	2,190
		7,310	4,349
		5,409	1,425
		1,711	1,677
		176	2,137
		1,639	3,362
		(136)	282
		(27,042)	(25,679)
		(24,795)	(27,761)
		(818)	(826)
	9.2	31,551	9,033
Cash flows from investing activities			
	6.1	(31,158)	(35,136)
		692	472
		(4,500)	10,000
		(34,966)	(24,664)
Cash flows from financing activities			
		(1,115)	(812)
		-	6,000
		(626)	(618)
		(1,741)	4,570
		(5,156)	(11,061)
		15,097	26,158
	5.1	9,941	15,097
	5.6		

The above statement should be read in conjunction with the accompanying note

Statement of Capital Works For the Year Ended 30 June 2025

	Note	2025 \$'000	2024 \$'000
Property			
Buildings		8,589	8,300
Building improvements		-	517
Total buildings		8,589	8,817
Total property		8,589	8,817
Plant and equipment			
Plant, machinery and equipment		3,083	1,613
Computers and telecommunications		1,112	1,157
Library books		112	128
Total plant and equipment		4,307	2,898
Infrastructure			
Roads		10,313	12,206
Bridges		4	122
Footpaths and cycleways		1,301	3,037
Drainage		138	1,007
Recreational, leisure and community facilities		1,655	4,899
Parks, open space and streetscapes		4,227	1,752
Other infrastructure		622	398
Total infrastructure		18,260	23,421
Total capital works expenditure		31,156	35,136
Represented by:			
New asset expenditure		11,898	16,605
Asset renewal expenditure		18,418	17,066
Asset upgrade expenditure		840	1,465
Total capital works expenditure		31,156	35,136

The above statement should be read in conjunction with the accompanying notes

Note 1 OVERVIEW

Introduction

Moorabool Shire Council was established by an Order of the Governor in Council on Friday, 6 May 1994 and is a body corporate. The Council's main office is located at 15 Stead Street, Ballan.

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, 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.

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)

Significant accounting policies (cont.)

- the determination of employee provisions (refer to note 5.5)
- the determination of quarry restoration 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
- other areas requiring judgements

Unless otherwise stated, all 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.

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.

Note 2 Analysis of our results

2.1 Performance against budget

The budget comparison note compares 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 \$1,000,000 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*.

	Budget 2025 \$'000	Actual 2025 \$'000	Variance \$'000	Variance %	Ref
2.1.1 Income / Revenue and Expenditure					
Income / Revenue					
Rates and charges	47,597	47,186	(411)	(1%)	
Statutory fees and fines	1,345	1,155	(190)	(14%)	1
User fees	2,365	2,353	(12)	(1%)	
Grants - operating	10,405	15,736	5,331	51%	2
Grants - capital	3,118	11,420	8,302	266%	3
Contributions - monetary	2,580	5,409	2,829	110%	4
Contributions - non monetary	7,500	17,813	10,313	138%	5
Net gain/(loss) on disposal of property, infrastructure, plant and equip.	(1,500)	(2,303)	(803)	54%	6
Other income	2,810	3,350	540	19%	7
Total income / Revenue	76,220	102,119	25,899	34%	
Expenses					
Employee costs	(27,236)	(27,663)	(427)	2%	
Materials and services	(21,263)	(23,410)	(2,147)	10%	8
Depreciation	(15,899)	(16,242)	(343)	2%	
Allowance for impairment losses	-	(96)	(96)	0%	9
Borrowing costs	(1,149)	(1,115)	34	(3%)	
Loss on revaluation	-	(173)	(173)	0%	10
Other expenses	(621)	(722)	(101)	16%	11
Total expenses	(66,168)	(69,421)	(3,253)	5%	
Surplus/(deficit) for the year	10,052	32,698	22,646	225%	

(Explanation of material variations on next page)

Note 2 Performance against budget (cont.)

(i) Explanation of material variations

Ref	Item	Explanation
1	Statutory fees and fines	Actual was less than budget due to a decrease in Statutory Planning Fees.
2	Grants - operating	New funding has been received since the adoption of the budget, also an early payment of the 2025/26 Financial Assistance Grants.
3	Grants - capital	Actual was greater than budget due to a increase in the Roads to Recovery Funding.
4	Contributions - monetary	Increase in the amount of developer contributions received due to milestones being reached this year rather than in the prior year/s.
5	Contributions - non monetary	Gifted and donated assets from developers is higher than budget due the timing of completed subdivisions. Delays in previous years has increased the amount recognised in 24/25.
6	Net gain/(loss) on disposal of property, infrastructure, plant and equip.	The unfavourable variance is caused by the written down value of disposals, and replacement of infrastructure assets being less than what was originally estimated in the budget.
7	Other income	Increase relates largely to an insurance claim being paid for Bacchus Marsh Racecourse Reserve and additional income from the container deposit scheme and rental/lease income for Council properties and communication towers.
8	Materials and services	Has gone above the budget due to the rectification works at Bacchus Marsh Racecourse Reserve, legal expenses paid and an increase in the insurance premiums.
9	Allowance for impairment losses	Council does not budget for Bad and doubtful debts.
10	Loss on revaluation	Relates to the revaluation of Council's footpaths.
11	Other expenses	Increase in court infringement costs and Councillor allowances.

Note 2 Performance against budget (cont.)

2.1.2 Capital Works	Budget 2025 \$'000	Actual 2025 \$'000	Variance \$'000	Variance %	Ref
Property					
Buildings	23,011	8,589	(14,422)	(63%)	1
Total property	23,011	8,589	(14,422)	(63%)	
Plant and equipment					
Plant, machinery and equipment	2,376	3,083	707	30%	2
Computers and telecommunications	653	1,112	459	70%	3
Library books	121	112	(9)	(7%)	
Total plant and equipment	3,150	4,307	1,157	37%	
Infrastructure					
Roads	11,267	10,313	(954)	(8%)	
Bridges	1,500	4	(1,496)	(100%)	4
Footpaths and cycleways	1,925	1,301	(624)	(32%)	5
Drainage	144	138	(6)	(4%)	
Recreational, leisure and community facilities	947	1,655	708	75%	6
Parks, open space and streetscapes	4,133	4,227	94	2%	
Other infrastructure	408	622	214	52%	7
Total infrastructure	20,324	18,260	(2,064)	(10%)	
Total capital works expenditure	46,485	31,156	(15,329)	(33%)	
Represented by:					
New asset expenditure	21,892	11,898	(9,994)	(46%)	
Asset renewal expenditure	21,858	18,418	(3,440)	(16%)	
Asset upgrade expenditure	2,735	840	(1,895)	(69%)	
Total capital works expenditure	46,485	31,156	(15,329)	(33%)	

(Explanation of material variations on next page)

Note 2 Performance against budget (cont.)

(i) Explanation of material variations

Ref	Item	Explanation
1	Buildings	Capital expenditure on Buildings was \$14,514k less than budget due to some major projects being incomplete at year end. These will be carried over to the 2025/26 financial year and include; Bacchus Marsh Racecourse Reserve Pavilion, and Ballan Library.
2	Plant, machinery and equipment	Actual spend was more than budget due some larger items being delivered that were budgeted in prior financial years.
3	Computers and telecommunications	Actual spend was more than budget due to the completion of projects/purchases carried over from previous financial years.
4	Bridges	Under budget due to the deferral of Woolpack Road Bridge works to the 2025/26 financial year.
5	Footpaths and cycleways	Less than budget due to some works for Aqualink being incomplete at year end and carried over into the 2025/26 financial year.
6	Recreational, leisure and community facilities	Greater than budget due to works completed on projects carried over from previous financial years. These include; Bacchus Marsh Racecourse and Recreation Reserve Cricket Nets, and Masons Lane Dog Park.
7	Other infrastructure	More than budget mainly due to the reclassification of Blackwood Small Town Improvement Program.

Note 2.2 Analysis of Council results by program

2.2.1 Council delivers its functions and activities through the following programs.

CEO's Office

The CEO's Office is responsible for providing strategic direction to business units and to the Council as a whole. This division includes:

Office of the CEO

Customer & Corporate Services

Customer & Corporate Services is responsible for providing internal operational services to business units and external customer services, performance management, employee relations and HR Compliance. This division includes:

Finance and Procurement

Information and Technology

Customer and Communications

Democratic Support & Corporate Governance

Democratic Support & Corporate Governance division is responsible for providing expertise and support in the areas of communications and advocacy to our community and different tiers of government agencies. This division includes:

Democratic Support & Corporate Governance

Community Strengthening

Community Strengthening provides a diverse range of high quality services to meet the needs of growing communities. This division includes:

Community Connections & Wellbeing

Community Place & Prosperity

Community Development & Activation

Community Planning & Development

Community Planning and Development is responsible for planning and delivery of major festivals and events as well as strategic and statutory planning, building services and major development across the municipality. This division includes:

Statutory Planning & Regulatory Services

Special Projects

Strategic Planning and Development

Community Health and Safety

People & Culture

People & Culture division is responsible for providing expertise and support in the areas of employee relations, HR compliance and Payroll. This division includes:

People & Culture

Note 2.2 Analysis of Council results by program (cont.)

Community Assets & Infrastructure

Community Assets & Infrastructure facilitates the provision, management and maintenance of suitable community assets and infrastructure for the delivery of services and fulfil the requirements of the community now and into the future. This division includes:

Asset Management	Capital Works
Operations	Engineering Services
Waste Management	Emergency Management
Major Projects	

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

	Income / revenue	Expenses	Surplus/ (Deficit)	Grants included in income / revenue	Total assets
	\$'000	\$'000	\$'000	\$'000	\$'000
2025					
CEO's Office	-	1,125	(1,125)	-	15,183
Community Strengthening	2,129	7,433	(5,304)	1,705	100,284
Customer & Corporate Services	59,491	12,479	47,012	13,453	168,377
Community Assets & Infrastructure	37,515	38,229	(714)	11,778	515,792
Community Planning & Development	2,669	6,284	(3,615)	220	84,787
Democratic Support & Corporate Governance	249	1,793	(1,544)	-	24,190
People & Culture	66	2,078	(2,012)	-	28,042
	102,119	69,421	32,698	27,156	936,655

	Income / revenue	Expenses	Surplus/ (Deficit)	Grants included in income / revenue	Total assets
	\$'000	\$'000	\$'000	\$'000	\$'000
2024					
CEO's Office	150	1,174	(1,024)	150	14,622
Community Strengthening	1,966	7,708	(5,742)	1,596	95,984
Customer & Corporate Services	40,516	15,459	25,057	420	192,498
Community Assets & Infrastructure	35,273	32,404	2,869	13,963	474,459
Community Planning & Development	3,485	5,927	(2,442)	208	73,801
Democratic Support & Corporate Governance	210	1,446	(1,236)	-	18,006
People & Culture	124	2,152	(2,028)	-	26,802
	81,724	66,270	15,454	16,337	896,172

*Assets have been attributed to functions/activities based on the control and/or custodianship of specific assets.

2025
\$'000

2024
\$'000

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 the market value of the land and all improvements to that land as assessed by the Valuer General of Victoria.

The valuation base used to calculate general rates for 2024/2025 was \$15.248 billion (2023/2024: \$13.174 billion).

General Rates	37,357	35,780
Waste management charge	8,248	8,172
Supplementary rates and rate adjustments	475	548
Revenue in lieu of rates	1,106	1,067
Total rates and charges	47,186	45,567

The date of the general revaluation of land for rating purposes within the municipal district was 01 January 2024 and the valuation was first applied in the rating year commencing 01 July 2024.

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.

3.2 Statutory fees and fines

Infringements and costs	584	1,032
Town planning fees	425	458
Land information certificates	54	46
Permits	91	67
Freedom of Information	1	3
Total statutory fees and fines	1,155	1,606

Statutory fees and fines (including parking 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.

2025
\$'000

2024
\$'000

Note3 Funding for the delivery of our services (Cont.)

3.3 User fees

Leisure centre and recreation	283	260
Registrations and other permits	811	834
Building services	499	596
Waste management services	536	524
Other fees and charges	224	239
Total user fees	2,353	2,453

User fees by timing of revenue recognition

User fees recognised at a point in time.	2,353	2,453
Total user fees	2,353	2,453

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	15,759	1,561
State funded grants	11,082	13,855
Others	315	921
Total grants received	27,156	16,337

(a) Operating Grants

Recurrent - Commonwealth Government

Financial Assistance Grant	13,453	365
Commonwealth Home Support Program	-	(86)

Recurrent - State Government

Aged care	3	5
School crossing supervisors	125	111
Libraries	291	292
Maternal and child health	929	916
Other	276	393
Total recurrent operating grants	15,077	1,996

	2025 \$'000	2024 \$'000
Note 3 Funding for the delivery of our services (Cont.)		
<i>Non-recurrent - State Government</i>		
Emergency management	160	608
Strategic planning and tourism	70	137
Families and youth	380	231
Environment and health	46	55
Community development	3	76
<i>Total non-recurrent operating grants</i>	659	1,107
Total operating grants	15,736	3,103
(b) Capital Grants		
<i>Recurrent - Commonwealth Government</i>		
Roads to recovery	2,256	1,282
<i>Total recurrent capital grants</i>	2,256	1,282
<i>Non-recurrent - Commonwealth Government</i>		
Local roads	50	-
<i>Non-recurrent - State Government</i>		
Community and recreational facilities	7,725	8,484
Local roads	1,074	2,547
<i>Non-recurrent - Other sources</i>		
Sundry capital grants	315	921
<i>Total non-recurrent capital grants</i>	9,164	11,952
Total capital grants	11,420	13,234

2025
\$'000

2024
\$'000

Note 3 Funding for the delivery of our services (cont.)

(c) Recognition of grant income

Before recognising funding from government grants as revenue the 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 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 for 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	14,527	3,598
Specific purpose grants to acquire non-financial assets	10,130	10,477
Other specific purpose grants	1,534	1,700

Revenue recognised under AASB 15 Revenue from Contracts with Customers

Specific purpose grants	965	562
	<u>27,156</u>	<u>16,337</u>

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

Operating

Balance at start of year	1,580	1,791
Received during the financial year and remain unspent at balance date	406	1
Received in prior years and spent during the financial year	(1,226)	(212)
Balance at year end	<u>760</u>	<u>1,580</u>

Capital

Balance at start of year	12,629	18,933
Received during the financial year and remain unspent at balance date	4,012	1,658
Received in prior years and spent during the financial year	(7,302)	(7,962)
Balance at year end	<u>9,339</u>	<u>12,629</u>

Unspent grants are determined and disclosed on a cash basis.

2025
\$'000

2024
\$'000

Note 3 Funding for the delivery of our services (cont.)

3.5 Contributions

Monetary	5,409	1,425
Non-monetary	17,813	14,995
Total contributions	23,222	16,420

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

Land	5,406	3,966
Buildings	-	33
Infrastructure	12,407	10,996
Total non-monetary contributions	17,813	14,995

Monetary and non monetary contributions are recognised as revenue 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	692	472
Written down value of assets disposed	(2,995)	(6,170)
Total net loss on disposal of property, infrastructure, plant and equipment	(2,303)	(5,698)

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

3.7 Other income

Interest	1,711	1,677
Reimbursements, rebates and recoveries	329	420
Other rent	222	197
Royalties	80	89
Sales	8	27
Other	1,000	2,629
Total other income	3,350	5,039

Reimbursements, rebates and recoveries

Income is recognised when the Council obtains control of the contribution or the right to receive the contribution, when the performance obligation is met and the amount of the contribution can be measured reliably.

2025
\$'000

2024
\$'000

Note 3 Funding for the delivery of our services (cont.)

Interest

Interest is recognised as it is earned.

Other Income

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.

Note 4 The cost of delivering services

4.1 (a) Employee costs

Wages and salaries	23,699	21,452
WorkCover	535	837
Casual staff	522	646
Superannuation	2,894	2,624
Fringe benefits tax	13	13
Total employee costs	27,663	25,572

(b) Superannuation

Council made contributions to the following funds:

Defined benefit fund

Employer contributions to Local Authorities Superannuation Fund (Vision Super)

39 39

Accumulation funds

Employer contributions to Local Authorities Superannuation Fund (Vision Super)

840 815

Employer contributions to other funds

2,000 1,760

2,840 2,575

Employer contributions payable at reporting date

68 52

Contributions made exclude amounts accrued at balance date. Refer to Note 9.3 for further information relating to Council's super obligations.

	2025 \$'000	2024 \$'000
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Note 4 The cost of delivering services (cont.)

4.2 Materials and services

Materials and services	2,907	5,061
Contract payments	11,599	11,102
Building maintenance	1,158	687
General maintenance	1,069	735
Utilities	594	624
Office administration	639	673
Information technology	2,334	1,772
Insurance	1,011	792
Consultants	1,048	1,332
Agency staff	295	944
Community grants and advances	756	750
Total materials and services	23,410	24,472

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

4.3 Depreciation

Property	3,025	2,332
Plant and equipment	1,588	1,462
Infrastructure	11,629	10,794
Total depreciation and amortisation	16,242	14,588

Refer to Note 5.8 and 6.1 for a more detailed breakdown of depreciation and amortisation charges and accounting policy.

4.4 Allowance for impairment losses

Parking fine debtors	-	48
Other debtors	96	106
Total Allowance for impairment losses	96	154

2025
\$'000

2024
\$'000

Note 4 The cost of delivering services (cont.)

Movement in allowance for impairment losses in respect of debtors

Balance at the beginning of the year	223	285
New allowances recognised during the year	96	154
Amounts already allowed for and written off as uncollectible	-	(216)
Balance at end of year	319	223

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.

4.5 Borrowing costs

Interest - Borrowings	1,115	812
Total borrowing costs	1,115	812

Borrowing costs are recognised as an expense in the period in which they are incurred, except where they are capitalised as part of a qualifying asset constructed by Council.

4.6 Loss on revaluation

Loss of revaluation	173	-
Total loss on revaluation	173	-

A loss is recognised when there is a decrease in the value when a reassessment shows the fair value is lower than the previous carrying amount.

4.7 Other expenses

Auditors' remuneration - VAGO - audit of the financial statements, performance statement and grant acquittals	60	49
Auditors' remuneration - Internal Audit	102	103
Auditors' remuneration - Other	1	1
Councillors' allowances	370	306
Operating lease rentals	41	49
Bank fees	33	101
Other	115	63
Total other expenses	722	672

2025
\$'000

2024
\$'000

Note 5 Investing in and financing our operations

5.1 Financial assets

(a) Cash and cash equivalents

Cash on hand	2	2
Cash at bank	9,939	15,095
Term deposits	-	-
Total cash and cash equivalents	9,941	15,097

(b) Other financial assets

Current

Term deposits	10,500	6,000
Total current other financial assets	10,500	6,000
Total cash and cash equivalents and other financial assets	20,441	21,097

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	10,385	8,294
Special rate assessment	31	36
Infringement debtors	1,431	1,313
Allowance for expected credit loss - infringements	(215)	(139)
Net GST receivable	757	621

Non-statutory receivables

Other debtors	3,434	6,449
Allowance for expected credit loss - other debtors	(103)	(83)

Total current trade and other receivables	15,720	16,491
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Non-current

Statutory receivables

Special rate assessment	15	15
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Total non-current trade and other receivables	15	15
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Total trade and other receivables	15,735	16,506
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2025
\$'000

2024
\$'000

Note 5 Our financial position (Cont.)

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 and other receivables (excluding statutory receivables) that are not impaired was:

Current (not yet due)	1,095	2,376
Past due by up to 30 days	274	1,139
Past due between 31 and 180 days	42	20
Past due between 181 and 365 days	85	16
Past due by more than 1 year	1,937	2,898
Total trade and other receivables	3,433	6,449

(e) Ageing of individually impaired receivables

At balance date, other debtors representing financial assets with a nominal value of \$3,449,000 (2024: \$6,449,000) were impaired. The amount of the allowance raised against these debtors was \$103,000 (2024: \$83,000).

Infringement debtors representing financial assets with a nominal value of \$1,432,000 (2024: \$1,313,000) were impaired. The amount of the allowance raised against these debtors was \$215,000 (2024: \$139,000).

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.

The ageing of receivables that have been individually determined as impaired at reporting date was:

Past due by more than 1 year	318	223
Total trade and other receivables	318	223

2025
\$'000

2024
\$'000

Note 5 Our financial position (cont.)

5.2 Non-financial assets

(a) Inventories

Inventories held for distribution	71	49
Total inventories	71	49

Inventories held for distribution are measured at cost, adjusted when applicable for any loss of service potential. All other inventories, including land held for sale, are measured at the lower of cost and net realisable value. 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	1,274	901
Accrued income	165	68
Total other assets	1,439	969

5.3 Payables, trust funds and deposits and contract and other liabilities

(a) Trade and other payables

Current

Non-statutory payables		
Trade payables	2,826	2,519
Accrued expenses	3,434	3,874
Total current trade and other payables	6,260	6,393

(b) Trust funds and deposits

Current

Refundable building deposits	3,470	4,376
Refundable contract deposits	155	12
Refundable civic facilities deposits	43	43
Retention amounts	1,079	1,254
Fire services levy	1,014	2
Other refundable deposits	155	53
Total current trust funds and deposits	5,916	5,740

(c) Contract and other liabilities

Current

Grants received in advance - operating	760	1,580
Grants received in advance - capital	9,339	12,629
Total contract and other liabilities	10,099	14,209

Note 5 Our financial position (cont.)

Contract Liabilities

Contract liabilities reflect consideration received in advance from customers in respect of grants. Contract liabilities are derecognised and recorded as revenue when promised goods and services are transferred to the customer. Refer to Note 3.

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.

Purpose and nature of items

Refundable deposits - Deposits are taken by Council as a form of surety in a number of circumstances, including in relation to building works, tender deposits, contract deposits and the use of civic facilities.

Fire service 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.

5.4 Interest-bearing liabilities

Current

Treasury Corporation of Victoria borrowings - secured	20,634	20,626
Other borrowings - secured	4,476	-
Total current interest-bearing liabilities	25,110	20,626

Non-current

Treasury Corporation of Victoria borrowings - secured	4,925	5,559
Other borrowings - secured	-	4,476
Total non-current interest-bearing liabilities	4,925	10,035

Total

30,035	30,661
---------------	---------------

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

Not later than one year	20,634	20,626
Later than one year and not later than five years	7,101	7,066
Later than five years	2,299	2,969
	30,035	30,661

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 based on contractual repayment terms at every balance date.

2025
\$'000

2024
\$'000

Note 5 Our financial position (cont.)

In classifying borrowings as current or non-current Council considers whether at balance date it has the right to defer settlement of the liability for at least twelve months after the reporting period. Council's loan arrangements include covenants based on Council's financial performance and position at the end of the reporting period. These covenants are assessed for compliance after the reporting period based on specified financial ratios.

5.5 Provisions

	Quarry restoration \$ '000	Employee \$ '000	Total \$ '000
2025			
Balance at beginning of the financial year	303	5,399	5,702
Additional provisions	7	2,934	2,941
Amounts used	-	(2,320)	(2,320)
Balance at the end of the financial year	310	6,013	6,323
<i>Provisions - current</i>	-	5,532	5,532
<i>Provisions - non-current</i>	310	481	791
2024			
Balance at beginning of the financial year	292	5,517	5,809
Additional provisions	11	2,202	2,213
Amounts used	-	(2,320)	(2,320)
Balance at the end of the financial year	303	5,399	5,702
<i>Provisions - current</i>	-	5,119	5,119
<i>Provisions - non-current</i>	303	280	583

	2025 \$'000	2024 \$'000
(a) Employee provisions		
Current provisions expected to be wholly settled within 12 months		
Annual leave	1,424	1,198
Long service leave	947	570
Other leave	231	193
Retirement gratuity	5	5
	<u>2,607</u>	<u>1,966</u>

	2025 \$'000	2024 \$'000
Note 5 Our financial position (cont.)		
Current provisions expected to be wholly settled after 12 months		
Annual leave	340	568
Long service leave	2,585	2,585
	2,925	3,153
Total current employee provisions	5,532	5,119
Non-current		
Long service leave	481	280
Total non-current employee provisions	481	280
Aggregate carrying amount of employee provisions:		
Current	5,532	5,119
Non-current	481	280
Total aggregate carrying amount of employee provisions:	6,013	5,399

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.

Key assumptions:

- discount rate	4.20%	3.79%
- inflation rate	4.25%	4.44%

2025
\$'000

2024
\$'000

Note 5 Our financial position (cont.)

Retirement Gratuity

Retirement gratuities were provided to certain employees who were employed by the former Shire of Bacchus Marsh. The liability represents a set proportion of accumulated sick leave that is payable on retirement. At balance date, the liability is measured at the nominal value of 14 March 1996.

(b) Quarry restoration

Non-current	310	303
	310	303

Council is obligated to restore quarry sites to a particular standard. The forecast life of the sites are based on current estimates of remaining capacity and the forecast rate of infill. The provision for quarry 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.

Key assumptions:

- inflation rate	2.40%	3.60%
- estimated cost to rehabilitate	310	303

5.6 Financing arrangements

The Council has the following funding arrangements in place as at 30 June 2025.

Multi-Option Loan Facility	20,000	20,000
Treasury Corporation of Victoria	5,559	6,185
LGFV	4,476	4,476
Bank overdraft	750	750
Credit card facilities	200	200
Total facilities	30,985	31,611
Used facilities	30,076	30,703
Unused facilities	909	907

Note 5 Our financial position (cont.)

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.

(a) Commitments for expenditure

2025	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
	\$'000	\$'000	\$'000	\$'000	\$'000
Operating					
Waste collection	6,555	6,313	6,629	3,892	23,389
Septic program	-	-	-	-	-
Maintenance services	696	360	78	78	1,212
Financial and organisational services	1,125	658	50	-	1,833
Total	8,376	7,331	6,757	3,970	26,434
Capital					
Building	3,045	-	-	-	3,045
Roads	3,459	-	-	-	3,459
Recreational, leisure and community	5,170	-	-	-	5,170
Plant and Equipment	-	-	-	-	-
Bridges	-	-	-	-	-
Total	11,674	-	-	-	11,674
Total	20,050	7,331	6,757	3,970	38,108

5.7 Commitments (Continued)

2024	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
	\$'000	\$'000	\$'000	\$'000	\$'000
Operating					
Waste collection	6,243	3,362	3,530	3,707	16,842
Septic program	-	-	-	-	-
Maintenance services	940	854	522	43	2,359
Financial and organisational services	1,066	895	417	78	2,456
Total	8,249	5,111	4,469	3,828	21,657
Capital					
Building	10,215	-	-	-	10,215
Roads	2,874	-	-	-	2,874
Recreational, leisure and community	5,109	-	-	-	5,109
Plant and Equipment	-	-	-	-	-
Bridges	-	-	-	-	-
Total	18,198	-	-	-	18,198
Total	26,447	5,111	4,469	3,828	39,855

(b) Operating lease receivables

The Council has entered into commercial property leases on its various properties. These properties held under operating leases have remaining non-cancellable lease terms of between 1 and 10 years. Most leases include a CPI based revision of the rental charge annually.

Future undiscounted minimum rentals receivable under non-cancellable operating leases are as follows:

	2025 \$'000	2024 \$'000
Not later than one year	235	280
Later than one year and not later than five years	768	744
Later than five years	503	626
	1,506	1,650

Note 6 Assets we manage

6.1 Property, infrastructure, plant and equipment

Summary of property, infrastructure, plant and equipment

	Carrying amount 30 June 2024	Acquisitions	Contributions	Revaluation	Depreciation	Disposal	Transfers	Carrying amount 30 June 2025
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Land	114,423	-	5,406	1,883	-	-	-	121,712
Buildings	93,378	320	-	-	(3,025)	(187)	5,945	96,431
Plant and Equipment	6,878	3,792	-	-	(1,587)	(350)	-	8,733
Infrastructure	614,129	12,335	12,407	9,803	(11,629)	(679)	12,146	648,512
Work in progress	28,742	14,709	-	-	-	(1,778)	(18,091)	23,582
Total	857,551	31,156	17,813	11,686	(16,242)	(2,995)	-	898,969

Summary of Work in Progress

	Opening WIP	Additions	Transfers	Write Offs	Closing WIP
Buildings	2,536	7,269	(5,945)	(513)	3,347
Plant and Equipment	3,002	586	-	-	3,588
Infrastructure	23,204	6,854	(12,146)	(1,266)	16,647
Total	28,742	14,709	(18,091)	(1,778)	23,582

Note 6 Assets we manage (cont.)
(a) Property

	Land - specialised \$'000	Land - non specialised \$'000	Total Land \$'000	Buildings - specialised \$'000	Buildings - non specialised \$'000	Total Buildings \$'000	Work In Progress \$'000	Total Property \$'000
At fair value 1 July 2024	8,231	106,194	114,423	108,934	23,884	132,818	2,536	249,777
Accumulated depreciation at 1 July 2024	-	-	-	(30,412)	(9,028)	(39,440)	-	(39,440)
	8,231	106,194	114,423	78,522	14,856	93,378	2,536	210,337
Movements in fair value								
Acquisition of assets at fair value	-	-	-	320	-	320	7,269	7,589
Contributed assets	656	4,750	5,406	-	-	-	-	5,406
Revaluation increments/decrements	354	1,529	1,883	-	-	-	-	1,883
Fair value of assets disposed	-	-	-	(330)	-	(330)	(513)	(843)
Transfers	-	-	-	5,945	-	5,945	(5,945)	-
	1,010	6,279	7,289	5,935	-	5,935	811	14,035
Movements in accumulated depreciation								
Depreciation and amortisation	-	-	-	(2,462)	(563)	(3,025)	-	(3,025)
Revaluation increments/decrements	-	-	-	-	-	-	-	-
Accumulated depreciation of disposals	-	-	-	143	-	143	-	143
	-	-	-	(2,319)	(563)	(2,882)	-	(2,882)
At fair value 30 June 2025	9,241	112,473	121,712	114,869	23,884	138,753	3,347	263,812
Accumulated depreciation at 30 June 2025	-	-	-	(32,731)	(9,591)	(42,322)	-	(42,322)
Carrying amount	9,241	112,473	121,712	82,138	14,293	96,431	3,347	221,490

Note 6 Assets we manage (cont.)

(b) Plant and Equipment

	Plant, machinery and equipment \$'000	Computers and telecomms \$'000	Library books \$'000	Work In Progress \$'000	Total plant and equipment \$'000
At fair value 1 July 2024	12,162	1,660	632	3,002	17,456
Accumulated depreciation at 1 July 2024	(6,275)	(1,180)	(121)	-	(7,576)
	5,887	480	511	3,002	9,880
Movements in fair value					
Acquisition of assets at fair value	3,067	613	112	586	4,378
Contributed assets	-	-	-	-	-
Revaluation increments/decrements	-	-	-	-	-
Fair value of assets disposed	(1,626)	(834)	(94)	-	(2,554)
Transfers	-	-	-	-	-
	1,441	(221)	18	586	1,824
Movements in accumulated depreciation					
Depreciation and amortisation	(1,213)	(309)	(65)	-	(1,587)
Revaluation increments/decrements	-	-	-	-	-
Accumulated depreciation of disposals	1,289	831	84	-	2,204
	76	522	19	-	617
At fair value 30 June 2025	13,603	1,439	650	3,588	19,280
Accumulated depreciation at 30 June 2025	(6,199)	(658)	(102)	-	(6,959)
Carrying amount	7,404	781	548	3,588	12,321

Note 6 Assets we manage (cont.)

(c) Infrastructure

	Roads	Bridges	Footpaths and cycleways	Drainage	Recreational, leisure and Community	Parks open spaces and streetscapes	Other Infrastructure	Work In Progress	Total Infrastructure
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
At fair value 1 July 2024	488,148	50,563	41,357	170,284	4,405	26,224	5,295	23,204	809,483
Accumulated depreciation at 1 July 2024	(97,130)	(12,326)	(14,286)	(40,036)	(1,778)	(5,361)	(1,232)	-	(172,149)
	391,018	38,237	27,072	130,248	2,627	20,863	4,064	23,204	637,334
Movements in fair value									
Acquisition of assets at fair value	9,001	-	492	479	531	1,091	741	6,854	19,189
Contributed assets	4,644	-	1,859	4,979	-	118	807	-	12,407
Revaluation increments/decrements	16,902	-	(4,847)	-	-	(1,315)	-	-	10,740
Fair value of assets disposed	(935)	-	(119)	(77)	(50)	(69)	-	(1,266)	(2,516)
Transfers	4,176	-	1,083	1,255	1,527	3,330	775	(12,146)	-
	33,789	-	(1,532)	6,636	2,007	3,154	2,323	(6,557)	39,820
Movements in accumulated depreciation									
Depreciation and amortisation	(7,262)	(596)	(926)	(1,538)	(230)	(919)	(158)	-	(11,629)
Revaluation increments/decrements	(20)	-	(957)	-	-	40	-	-	(937)
Accumulated depreciation of disposals	387	-	107	37	36	4	-	-	571
	(6,895)	(596)	(1,775)	(1,501)	(194)	(876)	(158)	-	(11,995)
At fair value 30 June 2025	521,938	50,563	39,825	176,921	6,412	29,378	7,618	16,647	849,303
Accumulated depreciation at 30 June 2025	(104,025)	(12,922)	(16,061)	(41,537)	(1,972)	(6,237)	(1,390)	-	(184,144)
Carrying amount	417,913	37,641	23,764	135,384	4,440	23,141	6,228	16,647	665,159

Note 6 Assets we manage (Cont.)**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.

		Depreciation Period	Threshold Limit \$'000
<i>Asset recognition thresholds and depreciation periods</i>			
Land & land improvements			
Land		-	5
Land improvements		-	5
Buildings			
Buildings		20-100 years	5
Plant and Equipment			
Plant, machinery and equipment		5-10 years	5
Fixtures, fittings and furniture		3-10 years	5
Computers and telecommunications		1-5 years	5
Library books		10 years	n/a
Infrastructure			
Roads			
- Formation and earthworks		-	5
- Pavement and seals		20-80 years	5
- Substructure		15-30 years	5
- Road kerb, channel and minor culverts		40-70 years	5
Footpaths and cycleways		10-50 years	5
Drainage		25-100 years	5
Bridges			
- Bridges deck		25-100 years	5
- Bridges substructure		50-80 years	5
- Major culverts		50-80 years	5
Recreational, leisure and community facilities		15-40 years	5
Parks, open space and streetscapes		20-100 years	5

Note 6 Assets we manage (Cont.)

Land under roads

Council recognises land under roads it controls at fair value. Council does not recognise land under roads that it controlled prior to 1 July 2008 in its financial report.

Depreciation and amortisation

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.

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.

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

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

Depreciation periods used are listed above and are consistent with the 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

Valuation of land, land under roads and buildings were undertaken by a qualified independent valuer (Preston Rowe Paterson (Warrnambool) Pty. Ltd). The valuation of land, land under roads and buildings is at fair value, being market value based on highest and best use permitted by relevant land planning provisions. Where land use is restricted through existing planning provisions the valuation is reduced to reflect this limitation. This adjustment is an unobservable input in the valuation. The adjustment has no impact on the comprehensive income statement.

Specialised land is valued at fair value using site values adjusted for englobo (undeveloped and/or unserviced) characteristics, access rights and private interests of other parties and entitlements of infrastructure assets and services. This adjustment is an unobservable input in the valuation. The adjustment has no impact on the comprehensive income statement.

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.

Note 6 Assets we manage (Cont.)

The date and type of the current valuation is detailed in the following table. A full revaluation of Land and Roads was conducted in 2024/25, and a full revaluation of Recreation, Leisure & Community Facilities, Parks, Open Space & Streetscapes and Other Infrastructure is proposed for 2025/26.

Details of the Council's land and buildings and information about the fair value hierarchy as at 30 June 2025 are as follows:

	Level 1	Level 2	Level 3	Valuation Date	Type of Valuation
Land	-	112,473	-	30/06/2025	Full
Specialised land	-	-	9,241	30/06/2025	Full
Buildings	-	14,293	82,138	30/06/2024	Full
Total	-	126,766	91,379		

Valuation of infrastructure

Valuation of infrastructure assets has been determined in accordance with valuations undertaken by Council staff and expert contractors. The valuation is at fair value based on replacement cost less accumulated depreciation as at the date of valuation.

The date and type of the current valuation is detailed in the following table. An index based revaluation was conducted in the current year. A full revaluation is scheduled as per the below table.

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

Details of the Council's infrastructure and information about the fair value hierarchy as at 30 June 2025 are as follows:

	Level 1	Level 2	Level 3	Valuation Date	Basis of indexation	Type of Valuation	Planned next full revaluation
Roads	-	-	417,913	30/06/2025	CPI	Comprehensive	30/06/2028
Bridges	-	-	37,641	30/06/2024	CPI	Comprehensive	30/06/2029
Footpaths and cycleways	-	-	23,764	30/06/2025	CPI	Indexation	30/06/2028
Drainage	-	-	135,384	30/06/2024	CPI	Indexation	Aged based
Recreational, leisure and community facilities	-	-	4,440	30/06/2023	CPI	Indexation	30/06/2026
Parks, open space and streetscapes	-	-	23,141	30/06/2023	CPI	Indexation	30/06/2026
Other infrastructure	-	-	6,228	30/06/2023	CPI	Indexation	Aged based
Total	-	-	648,511				

Note 6 Assets we manage (Cont.)

Description of significant unobservable inputs into level 3

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. Currently land values range between \$1 and \$27 per square metre.

Specialised buildings are valued using a current replacement cost technique. Significant unobservable inputs include the current replacement cost and remaining useful lives of buildings. Current replacement costs is calculated on a square metre basis and ranges from \$1,500 to \$3,000 per square metre. The remaining useful lives of buildings are determined on the basis of the current condition of buildings and vary from 6 years to 75 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 buildings are sensitive to changes in expectations or requirements that could either shorten or extend the useful lives of buildings.

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 1 year to 100 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.

	2025	2024
Reconciliation of specialised land	\$'000	\$'000
Land under roads	9,241	8,231
Total specialised land	9,241	8,231

Note 7 People and relationships

7.1 Council and Key Management Remuneration	2025 No.	2024 No.
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(a) Related Parties

Parent Entity

Moorabool Shire Council is the parent entity.

(b) Key Management Personnel

Key management personnel (KMP) are those people with the authority and responsibility for planning, directing and controlling the activities of Moorabool Shire Council. The Councillors, Chief Executive Officer Executive and General Managers are deemed KMP. Details of KMP at any time during the year are:

Councillors Councillor Paul Tatchell (Mayor) - until 26 October 2024 and 7 November 2024 to 30 June 2025
Councillor Ally Munari - until 26 October 2024 and 7 November 2024 to 30 June 2025
Councillor Moira Berry - until 26 October 2024 and 7 November 2024 to 30 June 2025
Councillor Rod Ward - until 26 October 2024 and 7 November 2024 to 30 June 2025
Councillor Tom Sullivan - until 26 October 2024 and 7 November 2024 to 30 June 2025
Councillor Jarrod Bingham - 7 November 2024 to 30 June 2025
Councillor John Keogh - 7 November 2024 to 30 June 2025
Councillor Sheila Freeman - 7 November 2024 to 30 June 2025
Councillor Steve Venditti-Taylor - 7 November 2024 to 30 June 2025
Councillor David Edwards - until 26 October 2024
Councillor Tonya Dudzik - until 26 October 2024

Chief Executive Officer and other Key Management Personnel

Derek Madden - Chief Executive Officer
Philip Jeffrey - General Manager Community Assets and Infrastructure
Leigh McCallum - General Manager Community Strengthening
David Jackson - General Manager Customer and Corporate Services
Steve Ivelja - Chief Financial Officer
James Hogan - Chief Financial Officer
Henry Bezuidenhout - Executive Manager Community Planning and Economic Development
Celeste Gregory - Executive Manager Democratic Support and Corporate Governance
Joseph Spiteri - Manager Governance and Civic Support
Joshua Warner - Executive Manager People and Culture

Total Number of Councillors	11	7
Total of Chief Executive Officer and other Key Management Personnel	10	9
Total Number of Key Management Personnel	21	16

(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.

Note 7 People and relationships (Cont.)

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.

	2025 \$'000	2024 \$'000
Total remuneration of key management personnel was as follows:		
Short-term employee benefits	2,061	1,916
Other long-term employee benefits	40	43
Post-employment benefits	194	177
Total	2,295	2,136

The numbers of key management personnel whose total remuneration from Council and any related entities, fall within the following bands:

	2025 No.	2024 No.
Income Range:		
\$10,000 - \$19,999	2	-
\$20,000 - \$29,999	4	-
\$30,000 - \$39,999	2	5
\$40,000 - \$49,999	1	-
\$50,000 - \$59,999	2	1
\$70,000 - \$79,999	1	1
\$80,000 - \$89,999	1	1
\$130,000 - \$139,999	1	-
\$160,000 - \$169,999	-	1
\$170,000 - \$179,999	-	1
\$180,000 - \$189,999	1	-
\$190,000 - \$199,999	1	1
\$200,000 - \$209,999	-	1
\$220,000 - \$229,999	1	2
\$230,000 - \$239,999	3	-
\$250,000 - \$259,999	-	1
\$330,000 - \$339,999	-	1
\$350,000 - \$359,999	1	-
	21	16

Note 7 People and relationships (Cont.)

(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.

	2025 \$'000	2024 \$'000
Total remuneration of other senior staff was as follows:		
Short-term employee benefits	996	778
Other long-term employee benefits	91	84
Post-employment benefits	114	86
Total	1,201	948

The number of other senior staff are shown below in their relevant income bands:

Income Range:	2025 No.	2024 No.
\$170,000 - \$179,999	1	1
\$180,000 - \$189,999	1	1
\$190,000 - \$199,999	1	2
\$200,000 - \$209,999	1	1
\$210,000 - \$219,999	1	-
\$220,000 - \$229,999	1	-
	6	5

	2025 \$'000	2024 \$'000
Total Remuneration for the reporting year for Senior Officers included above, amounted to:	1,201	948

7.2 Related party disclosure

(a) Transactions with related parties

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

Responsible Person / Related Party	2025 \$'000	2024 \$'000
Nil	-	-

Note 7 People and relationships (Cont.)

(b) Outstanding balances with related parties

There was no outstanding balance with related parties at balance date.

(c) Loans to/from related parties

No loans have been made, guaranteed or secured by the Council to a related party during the reporting year.

(d) Commitments to/from related parties

There were no commitments in existence at balance date that have been made, guaranteed or secured by the Council to/from a related party.

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 by way of a note and, if quantifiable, are measured at nominal value. Contingent assets and liabilities are presented inclusive of GST receivable or payable respectively.

Commitments are not recognised in the Balance Sheet. Commitments are disclosed at their nominal value by way of note and presented inclusive of the GST payable.

(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. Infrastructure assets from new subdivisions (constructed by developers) expected to be accounted for by Council in 2025/2026 total \$7.500 million (actual 2024/2025 \$17.813 million).

(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:
- it is not probable that an outflow of resources embodying economic benefits will be required to settle the obligation; or
- the amount of the obligation cannot be measured with sufficient reliability.

The following are potential contingencies to be considered by council.

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 in Note 9.3. As a result of the volatility in financial markets the likelihood of making such contributions in future periods exists. At this point in time it is not known if additional contributions will be required, their timing or potential amount.

Future superannuation contributions

There were \$67,689 contributions outstanding and no loans issued from or to the above schemes as at 30 June 2025. The expected contributions to be paid to the Defined Benefit category of Vision Super for the year ending 30 June 2026 are \$42,233.

Guarantees for loans to other entities

Council has a bank guarantee to the value of \$15,000 in favour of the Department of Environment and Primary Industries. This guarantee is for an extractive mining licence in relation to the Allen's Gravel Pit.

Building Cladding

Council has not identified any potential contingents that may exist in relation to rectification works or other matters associated with building cladding.

Note 8 Managing uncertainties (Cont.)

8.2 Change in accounting standards

Certain new Australian Accounting Standards and interpretations have been published that are not mandatory for the 30 June 2025 reporting period. Council assesses the impact of these new standards. As at 30 June 2025 there were no new accounting standards or interpretations issued by the AASB which are applicable for the year ending 30 June 2025 that are expected to impact Council. Specifically, Council has addressed the amendments to AASB 13 that apply for the 2024-25 financial year and determined there will be no impact to financial statements. Further details mentioned in note 8.4.

In September 2024 the Australian Accounting Standards Board (AASB) issued two Australian Sustainability Reporting Standards (ASRS). This followed Commonwealth legislation establishing Australia's sustainability reporting framework. Relevant entities will be required to undertake mandatory reporting of climate-related disclosures in future financial years. Public sector application issues remain under consideration and Council will continue to monitor developments and potential implications for future financial years.

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 bank and TCV borrowings. Details of the material 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 our financial instruments will fluctuate because of changes in market prices. The Council's exposures 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 does not hold any interest bearing financial instruments that are measured at fair value, and therefore has no exposure 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 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*. We manage interest rate risk by adopting an investment policy that ensures:

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

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 not been sufficiently significant during the year to have an impact on the Council's year end result.

Note 8 Managing uncertainties (Cont.)**(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 loans and receivables from sporting clubs and associations. To help manage this risk:

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

We may also be subject to credit risk for transactions which are not included in the balance sheet, such as when we provide a guarantee for another party. Details of our contingent liabilities are disclosed in Note 8.1. 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 our operational liquidity requirements we will not have sufficient funds to settle a transaction when required or we 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:

- have readily accessible standby facilities and other funding arrangements in place;
- have a liquidity portfolio structure that requires surplus funds to be invested within various bands of liquid instruments;
- monitor 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 in the face of the balance sheet and the amounts related to financial guarantees disclosed in Note 8.1, 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 5.5.

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

(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 +1.25% and -1.25% in market interest rates (AUD) from year-end rates of 3.85%.

These movements will not have a material impact on the valuation of Council's financial assets and liabilities, nor will they have a material impact on the results of Council's operations.

Note 8 Managing uncertainties (Cont.)

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.

Council has considered the amendments to AASB 13 Fair Value Measurement that apply for the 2024-25 financial year as a result of AASB 2022-10 Amendments to Australian Accounting Standards - Fair Value Measurement of Non-Financial Assets of Not-for-Profit Public Sector Entities. For assets, where the Council adopts a current replacement cost approach to determine fair value, Council now considers the inclusion of site preparation costs, disruption costs and costs to restore another entity's assets in the underlying valuation. The AASB 13 amendments apply prospectively, comparative figures have not been restated.

The AASB 13 amendments have not resulted in any material impacts to Council's financial statements.

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.

Note 8 Managing uncertainties (Cont.)

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 1 to 5 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.

Asset class	Revaluation frequency
Land	1 to 3 years
Buildings	1 to 3 years
Roads	3 to 5 years
Bridges	3 to 5 years
Footpaths and cycleways	3 to 5 years
Drainage	3 to 5 years
Recreational, leisure and community facilities	3 to 5 years
Waste management	3 to 5 years
Parks, open space and streetscapes	3 to 5 years
Aerodromes	3 to 5 years
Other infrastructure	3 to 5 years

Where the assets are revalued, the revaluation increases are credited directly to the asset revaluation reserve except to the extent that an increase reverses a prior year decrease 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.

8.5 Events occurring after balance date

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

Note 9 Other matters

9.1 Reserves

(a) Asset revaluation reserves

2025

Property

Land

Land under roads

Buildings

Infrastructure

Roads

Bridges

Drainage

Recreation, leisure and community facilities

Other infrastructure

Total Asset revaluation reserves

2024

Property

Land

Land under roads

Buildings

Infrastructure

Roads

Bridges

Drainage

Recreation, leisure and community facilities

Other infrastructure

Total Asset revaluation reserves

	Balance at beginning of reporting period \$'000	Increase (decrease) \$'000	Balance at end of reporting period \$'000
2025			
Property			
Land	75,517	1,529	77,046
Land under roads	2,413	354	2,767
Buildings	36,297	-	36,297
	114,227	1,883	116,110
Infrastructure			
Roads	303,758	16,504	320,262
Bridges	24,813	-	24,813
Drainage	88,054	(897)	87,157
Recreation, leisure and community facilities	13,753	(5,631)	8,122
Other infrastructure	625	-	625
	431,003	9,976	440,979
Total Asset revaluation reserves	545,230	11,859	557,089
2024			
Property			
Land	75,517	-	75,517
Land under roads	2,413	-	2,413
Buildings	24,349	11,948	36,297
	102,279	11,948	114,227
Infrastructure			
Roads	303,758	-	303,758
Bridges	22,809	2,004	24,813
Drainage	60,284	27,770	88,054
Recreation, leisure and community facilities	9,979	3,774	13,753
Other infrastructure	615	10	625
	397,445	33,558	431,003
Total Asset revaluation reserves	499,724	45,506	545,228

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

Note 9 Other matters (Cont.)

(b) Other reserves

2025

	Balance at beginning of reporting period \$'000	Transfer from accumulated surplus \$'000	Transfer to accumulated surplus \$'000	Balance at end of reporting period \$'000
Car park reserve	76	-	-	76
Recreation facilities	2,224	431	(1,366)	1,289
Storm water management	73	-	-	73
Developer contribution reserve	1,166	4,835	(3,117)	2,884
Industrial estate	631	-	-	631
Closed landfill	1,223	100	-	1,323
Defined benefits	811	95	-	906
Community seed funding	2	95	-	97
LGFV loan repayment reserve	4,476	-	-	4,476
Maddingley brown coal reserve	483	80	-	563
Wind farm dilapidation deeds reserve	2,370	-	(1,380)	990
Total statutory and other reserves	13,535	5,636	(5,863)	13,308

2024

Car park reserve	66	10	-	76
Recreation facilities	2,189	806	(771)	2,224
Storm water management	73	-	-	73
Capital works contributions reserve	14	-	(14)	-
Developer contribution reserve	1,012	509	(355)	1,166
Industrial estate	631	-	-	631
Closed landfill	1,123	100	-	1,223
Defined benefits	720	91	-	811
Community seed funding	516	91	(605)	2
LGFV loan repayment reserve	4,476	-	-	4,476
Maddingley brown coal reserve	394	89	-	483
Wind farm dilapidation deeds reserve	-	2,370	-	2,370
Total statutory and other reserves	11,214	4,066	(1,745)	13,535

Note 9 Other matters (Cont.)

Car park reserve

The purpose of this reserve is to provide improved parking facilities in urban areas.

Recreation facilities reserve

The purpose of this reserve is to provide funding for recreational facilities. Funded from developer contributions this reserve requires that recreation facilities be established within the proximity of the relevant new subdivision.

Industrial estate reserve

The purpose of this reserve is to fund future opportunities for industrial subdivision or economic development activity of a capital nature in and around Bacchus Marsh. This reserve is funded from the net proceeds of land sold in the Council developed Industrial Estate (the final parcel of land sold was in the 2013/14 financial year).

Storm water management reserve

The purpose of this reserve is to provide funding for future storm water management works which will be required for future subdivisions at the western end of Holts Lane in Darley.

Closed landfill reserve

The purpose of this reserve is to provide funding for future site remediation works related to closed landfills within Moorabool Shire.

Defined benefits reserve

The purpose of this reserve is to provide funding for future liability calls related to the Defined Benefits Superannuation scheme.

Community seed funding reserve

The purpose of this reserve is to provide a funding platform for the planning and advancement of future capital works projects.

Capital works contributions reserve

The purpose of this reserve is to provide funding for future capital works, such as road works, associated with specific developments funded by contributions from the developer.

Developer contribution reserve

The purpose of this reserve is to provide funding for various agreed infrastructure requirements arising from new developments and is funded from developer contributions.

Local Government Funding Vehicle (LGFV) loan repayment reserve

The purpose of this reserve is to provide funding for the repayment of the principal component of loans held through the LGFV. These loans are interest only until maturity.

Maddingley brown coal reserve

The purpose of this reserve is to provide funding for the maintenance of the local road network between the Maddingley Brown Coal site and the Western Freeway, Bacchus Marsh.

Wind farm dilapidation deeds reserve

The purpose of this reserve is to provide for remediation works for Council assets that have had accelerated deterioration in their condition as a result of construction activity at Wind Farms.

135

Note 9 Other matters (Cont.)

(b) Other reserves

2025

	Balance at beginning of reporting period \$'000	Transfer from accumulated surplus \$'000	Transfer to accumulated surplus \$'000	Balance at end of reporting period \$'000
Car park reserve	76	-	-	76
Recreation facilities	2,224	431	(1,366)	1,289
Storm water management	73	-	-	73
Developer contribution reserve	1,166	4,835	(3,117)	2,884
Industrial estate	631	-	-	631
Closed landfill	1,223	100	-	1,323
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Wind farm dilapidation deeds reserve	2,370	-	(1,380)	990
Total statutory and other reserves	13,535	5,636	(5,863)	13,308

2024

Car park reserve	66	10	-	76
Recreation facilities	2,189	806	(771)	2,224
Storm water management	73	-	-	73
Capital works contributions reserve	14	-	(14)	-
Developer contribution reserve	1,012	509	(355)	1,166
Industrial estate	631	-	-	631
Closed landfill	1,123	100	-	1,223
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Community seed funding	516	91	(605)	2
LGFV loan repayment reserve	4,476	-	-	4,476
Maddingley brown coal reserve	394	89	-	483
Wind farm dilapidation deeds reserve	-	2,370	-	2,370
Total statutory and other reserves	11,214	4,066	(1,745)	13,535

Note 9 Other matters (Cont.)

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The purpose of this reserve is to provide improved parking facilities in urban areas.

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The purpose of this reserve is to provide funding for various agreed infrastructure requirements arising from new developments and is funded from developer contributions.

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Wind farm dilapidation deeds reserve

The purpose of this reserve is to provide for remediation works for Council assets that have had accelerated deterioration in their condition as a result of construction activity at Wind Farms.

Note 9 Other matters (Cont.)

9.2 Reconciliation of cash flows from operating activities to surplus/(deficit)

	2025	2024
	\$'000	\$'000
Surplus/(deficit) for the year	32,698	15,454
Depreciation/amortisation	16,242	14,588
Loss on disposal of property, infrastructure, plant and equipment	2,303	5,698
Contributions - non-monetary assets	(17,813)	(14,995)
Finance costs-leases	173	-
Interest expense - borrowing cost	1,115	812
(Increase)/decrease in trade and other receivables	771	(6,327)
(Increase)/decrease in prepayments	(373)	(165)
(Increase)/decrease in accrued income	(97)	1,971
Increase/(decrease) in trade and other payables	43	(1,400)
(Decrease)/increase in unearned income /revenue	(4,110)	(6,515)
(Increase)/decrease in inventories	(22)	19
Increase/(decrease) in provisions	621	(107)
Net cash provided by/(used in) operating activities	31,551	9,033

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 2025, this was 11.5% as required under Superannuation Guarantee (SG) legislation (2024: 11.0%)).

Note 9 Other matters (Cont.)**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 Council 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. As at 30 June 2024, an interim actuarial investigation was held as the Fund provides lifetime pensions in the Defined Benefit category. The vested benefit index (VBI) of the Defined Benefit category as at 30 June 2024 (of which Council is a contributing employer) was 105.4%. The financial assumptions used to calculate the VBI were:

Net investment returns 5.6% pa

Salary information 3.5% pa

Price inflation (CPI) 2.7% pa.

As at 30 June 2025, an interim actuarial investigation is underway as the Fund provides lifetime pensions in the Defined Benefit category. It is expected to be completed by 31 October 2025.

Vision Super has advised that the VBI at 30 June 2025 was 110.5%. Council was notified of the 30 June 2025 VBI during August 2025 (2024: August 2024). The financial assumptions used to calculate this VBI were

Net investment returns 5.7% pa

Salary information 3.5% pa

Price inflation (CPI) 2.6% pa.

The VBI is used as the primary funding indicator. Because the VBI was above 100%, the 30 June 2024 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.

Note 9 Other matters (Cont.)

Employer contributions

Regular contributions

On the basis of the results of the 2024 interim 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 2025, this rate was 11.5% of members' salaries (11.0% in 2023/24). 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.

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%).

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 2024 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. An interim investigation was conducted as at 30 June 2024 while a full investigation was conducted as at 30 June 2023.

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

	2024 (Triennial)	2023 (Interim)
	\$m	\$m
A VBI surplus	108.4	84.7
A total service liability surplus	141.4	123.6
A discounted accrued benefits surplus	156.7	141.9

Note 9 Other matters (Cont.)

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 2024. 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 2024. 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 2024.

The 2025 interim actuarial investigation

An interim actuarial investigation is being conducted for the Fund's position as at 30 June 2025 as the Fund provides lifetime pensions in the Defined Benefit category. It is anticipated that this actuarial investigation will be completed by October 2025. The last interim actuarial investigation conducted prior to 30 June 2025 was at 30 June 2024. The VBI of the Defined Benefit category at that date was 105.4%. 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.

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 2023 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	2023
	Triennial investigation	Triennial investigation
Net investment returns	5.6%pa	5.7%pa
Salary information	2.5%pa for the first two years and 2.75%pa thereafter	3.5%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 2025 are detailed below:

Scheme	Type of Scheme	Rate	2025	2024
			\$,000	\$,000
Vision super	Defined benefit	11.5% (2024:11%)	39	39
Vision super	Accumulation fund	11.5% (2024:11%)	840	815

There were \$67,689 contributions outstanding and no loans issued from or to the above schemes as at 30 June 2025. The expected contributions to be paid to the Defined Benefit category of Vision Super for the year ending 30 June 2026 are \$42,233.

Note 10 Change in accounting policy

There have been no changes to accounting policies in the 2024/2025 year.

