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AGENDA

SCHEDULED MEETING OF MOIRA SHIRE COUNCIL **FOR** **WEDNESDAY 26 AUGUST 2026** **TO BE HELD AT DANCOCKS ROOM NATHALIA** **COMMENCING AT 5:00 PM**

RECORDING

Consistent with Council's Live Streaming and Publishing Recordings of Council Meetings Policy, Council officers have been authorised to record the public session of this meeting using an audio-visual recording device.

LIVE STREAMING

Council meetings are live streamed and recorded to allow members of the public to view proceedings and to access Council decisions and debate without attending the meeting in person.

USE OF TECHNOLOGY IN AGENDA PREPARATION

In preparing this agenda and the officer reports contained within it, Council utilises a range of tools, which may include AI-assisted editing and drafting tools. All content has been reviewed, verified and is endorsed by the relevant Council officers prior to publication.

1. WELCOME AND CALL TO ORDER – CEO

2. PRAYER

Almighty God we humbly ask you to guide our deliberations for the welfare and benefit of the Moira Shire and its people whom we serve.

Amen

3. ACKNOWLEDGEMENT OF TRADITIONAL OWNERS

Moirā Shire Council acknowledges the Yorta Yorta Nation as the Traditional Owners of this land.

We recognise the deep spiritual connection to land, waterways and community of the eight clan groups of Yorta Yorta Nation.

We pay our respects to Elders past and present and extend that respect to all Aboriginal and Torres Strait Islander Peoples.

4. APOLOGIES / LEAVE OF ABSENCE

5. DISCLOSURE OF CONFLICTS OF INTEREST

6. CONFIRMATION OF MINUTES OF PREVIOUS MEETING

Recommendation: That the minutes of the Scheduled Council Meeting held on Wednesday, 22 July 2026, as presented, be adopted.

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FILE NO:
ENHANCED NATURAL ENVIRONMENTS.

ITEM NO: 8.1
(DIRECTOR SUSTAINABLE DEVELOPMENT,
BRYAN SWORD)

ENVIRONMENTAL SUSTAINABILITY STRATEGY 2026 - 2031

Officer Recommendation

That Council:

1. endorse the draft *Environmental Sustainability Strategy 2026-2031* as included in Attachment 1 for the purpose of community engagement for a minimum period of 21 days; and
2. note that the draft *Environmental Sustainability Strategy 2026-2031* will undergo graphic design prior to the commencement of community engagement.

1. Purpose

The purpose of this report is for Council to consider endorsing the draft *Environmental Sustainability Strategy 2026-2031* for the purpose of community engagement, to be undertaken in accordance with Council's *Community Engagement Policy* for a period of four weeks.

2. Background

The draft *Environmental Sustainability Strategy 2026–2031* (ESS) provides Council with a practical framework to identify and deliver priority environmental sustainability and waste management initiatives over the life of the Strategy. The draft ESS focuses on areas where Council has direct responsibility or influence, ensuring actions are targeted, achievable and aligned with Council's role.

The development of the draft ESS has been informed by community feedback gathered during preliminary consultation undertaken in late 2024. This feedback has guided the identification and prioritisation of key focus areas and actions within the draft Strategy.

The ESS supports delivery of the Council Plan and complements other Council-endorsed strategies by providing a coordinated and strategic approach to environmental sustainability and waste management outcomes.

The ESS serves as Council's roadmap for minimising environmental impacts from Council operations while building upon existing sustainability initiatives. It provides a structured and coordinated approach to improving Council's environmental performance and embedding sustainability considerations across Council decision-making and the wider community.

The key aims of the Environmental Sustainability Strategy 2026–2031 are to:

- Embed environmental sustainability considerations across Council decision-making.
- Protect and enhance biodiversity, waterways, and natural ecosystems.
- Support the transition to a circular economy and reduce waste generation.
- Strengthen the resilience of Council operations and communities to climate change.

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ENVIRONMENTAL SUSTAINABILITY STRATEGY 2026 - 2031 (cont'd)

- Reduce Council's environmental impact through efficient use of energy, water, and resources.
- Support delivery of the Council Plan 2025-2029 and Moira 2045 Community Vision.

Alignment with Strategic Documents

This *Environmental Sustainability Strategy* has been developed to directly align with the strategic directions outlined in the *Moira Shire Council Plan 2025-29 and Moira 2045 Community Vision*. The focus areas and proposed actions identified in the ESS demonstrate a clear line of sight to these foundational documents, ensuring a coordinated and integrated approach to delivering Council's environmental priorities and responding to community aspirations.

Focus Areas and Outcomes

The key focus areas for the proposed strategy are:

- FA1: Enhance Natural Environments, Ecosystems and Biodiversity Management
- FA2: Support a Circular Economy
- FA3: Plan and Prepare for Climate Adaptation
- FA4: Reduce Council's Environmental Impact

Council's ability to evaluate its performance against the identified actions will be key to progressing its goals in improving its environmental footprint.

Action Plan

The formation of the action plan will guide attention towards outcomes in which Council plays a direct role. To keep on track with these outcomes and provide accountability to the community, Council will report against the actions annually.

This annual report will include reporting metrics for:

- Waste diversion from landfill
- Scope 1 and 2 emissions for Council operations
- Including energy consumption
- Water use efficiency
- Km of roadsides treated for weeds and pests
- Active partnerships with external organisations
- Number of community education programs delivered

Actions identified within the ESS are classified into three types, each contributing to the strategy's outcomes:

- **Targets:** Measurable metrics to be achieved by the end of the strategy
- **Council Actions:** Actions directly under Council's responsibility to deliver
- **Partnership Actions:** Actions to be delivered in collaboration with partner organisations

3. Council Plan Alignment

Pillar Two Environment - Enhanced natural environments.

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ENVIRONMENTAL SUSTAINABILITY STRATEGY 2026 - 2031 (cont'd)

4. Relevant Council Strategies, Plans and Policies

The following Council Strategies and Plans are relevant to this report:

- [Council Plan](#)
- [Environmental Sustainability Strategy 2022-2026](#)
- [Preparing for Climate Change in Moira Shire Adaptation Action Plan 2010](#)
- [Roadside Weed Pest Animal Control Management Plan 2020-2027](#)
- [Waste-Management and Services Strategy 2018-2027](#)

The following Council Policies are relevant to this report:

- [Kerbside Collection Policy](#)

5. Relevant Legislation

- [Local Government Act 2020](#)
- [Local Government Act 1989](#)
- [Local Government \(Moira Shire Council\) Act 2023](#)
- [Climate Action Act 2017](#)
- [Environment Protection Act 2017](#)
- [Circular Economy \(Waste Reduction and Recycling\) Act 2021](#)
- [Catchment and Land Protection Act 1994](#)

6. Financial Considerations

The financial impacts of this report are detailed below, should the recommendation be accepted by Council.

BUDGET IMPACT	No Impact (already included in approved budget)	Low Impact (less than \$20k variance to budget)	Medium Impact (between \$20k and \$100k variance to budget)	High Impact (greater than \$100k variance to budget)
	☒	☐	☐	☐

Actions identified within the Strategy will be implemented progressively over the five-year period and delivered within Council's existing operational budgets. Where appropriate, opportunities to secure external grant funding will be explored to support the delivery of high-priority projects.

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ENVIRONMENTAL SUSTAINABILITY STRATEGY 2026 - 2031 (cont'd)

7. Resource Considerations

The resource impacts of this report are detailed below, which provides an indication of resource hours required to implement the decision, should the recommendation be accepted by Council.

RESOURCE IMPACT	No Impact (less than 2 hours)	Low Impact (less than 20 hours)	Medium Impact (between 20 and 100 hours)	High Impact (greater than 100 hours)
	☐	☐	☐	☒

Actions from the draft ESS can be accommodated with existing operational capacities.

8. Risk Appetite

Moirā Shire Council's adopted Risk Appetite is 'Guarded'. Council will consider options and choose one that is safe, but also may maximise its ability to innovate, deliver strategic priorities and services, and care for the safety and wellbeing of staff, while also providing an acceptable level of reward and value for the community it serves and for local government.

The following risk tolerances have been predetermined by Council as part of the adopted Risk Appetite Statement and are relevant to the matter being considered by Council as part of this report.

Risk Category	Risk Category Description	Tolerance Rating
Trust & Reputation	We recognise the importance of protecting our reputation and advocating for the needs of our community and local economy. We understand that negative publicity or community reactions may occur where there are competing priorities and interests in the community.	Cautious
Financial	We recognise that Council has a responsibility to ensure that we have sufficient resources now and into the future and that there are financial risks involved in delivering a wide range of services, programs and capital projects.	Cautious
Service Delivery	We recognise there may be levels of risk involved to deliver efficiencies, enhance capabilities and provide services to our community.	Conservative
Environment	We recognise the importance of conserving and enhancing our environment and considering sustainability in all Council decisions.	Cautious
Infrastructure	We are committed to continuous improvement in order to provide excellent infrastructure that provides benefits to our community.	Conservative

The recommendation, if accepted, is consistent with the agreed risk tolerance.

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ENVIRONMENTAL SUSTAINABILITY STRATEGY 2026 - 2031 (cont'd)

9. Community Engagement

Council's engagement commitment in relation to this report is CONSULT on the International Association of Public Participation (IAP2) Engagement Spectrum as embedded within Council's Community Engagement Policy.

We will invite the community to provide feedback on this matter. We will acknowledge the feedback and provide context on how the feedback has or has not influenced our final decision on this matter.

We will provide an opportunity for the community to provide feedback for a minimum of 21 days in accordance with the Community Engagement Policy.

We will invite feedback via Moira Matters and promote the opportunity via the Council website, Council social media, Community Newsletter, media release and Public Notices.

10. Advisory Committees

In accordance with Council's commitment to ensuring decision making is informed by diverse community views, the development of this Strategy will involve consultation with the Moira Youth Council and the All Abilities Advisory Committee. Feedback will be presented to Council prior to final adoption of the policy

11. Gender Impact Assessment

In accordance with the Gender Equality Act 2020, policies, programs and services that have a direct and significant impact on the public are required to undergo a Gender Impact Assessment. While the ESS relates to waste management services delivered to the community, a Gender Impact Assessment is not required for this strategy as it is a high-level strategic framework that sets direction and priorities. It does not directly deliver services to the public, nor does it differentially impact individuals based on gender. Gender considerations will be embedded in the development of any future programs or actions arising from the strategy where a direct and significant public impact is identified.

12. Conflict of Interest Declaration

The author of this report and officers associated with its development have no conflicts of interest to declare in the matter being considered.

Attachments

- 1 Draft Environmental Sustainability Strategy

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(DIRECTOR SUSTAINABLE
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ENVIRONMENTAL SUSTAINABILITY STRATEGY 2026 - 2031 (cont'd)

ATTACHMENT No [1] - Draft Environmental Sustainability Strategy



**Environmental
Sustainability
Strategy**
2026-2031

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ENVIRONMENTAL SUSTAINABILITY STRATEGY 2026 - 2031 (cont'd)

ATTACHMENT No [1] - Draft Environmental Sustainability Strategy

Executive Summary

The Environmental Sustainability Strategy 2026-2031 establishes the Council's strategic direction for environmental sustainability over the next five years. It provides a clear framework for decision-making, investment, partnerships, and service delivery to protect the natural environment, support resource recovery, build climate resilience, and reduce Council's environmental footprint.

The Strategy is structured around four focus areas that align with the Council Plan 2025-2029 and the Moira 2045 Community Vision:

- Enhanced natural environments, ecosystems, and biodiversity management.
- Support a circular economy.
- Plan and prepare for climate adaptation.
- Reduce Council's environmental impact.

The Strategy provides measurable outcomes, including 2031 targets for tree planting, urban canopy cover, weed and pest treatment, waste diversion, climate risk assessment, water efficiency, fleet emissions, and building energy efficiency. Annual reporting will provide transparency and enable Council to track progress against the Strategy and the Council Plan.

Purpose and Aim

The Environmental Sustainability Strategy 2026-2031 establishes Council's strategic direction for environmental sustainability, waste management, biodiversity protection, climate adaptation, and environmental leadership. It provides a framework for Council actions, partnerships, and investments that support the Community Vision and Council Plan.

The Strategy aims to:

- Embed environmental sustainability considerations across Council decision-making.
- Protect and enhance biodiversity, waterways, and natural ecosystems.
- Support the transition to a circular economy and reduce waste generation.
- Strengthen the resilience of Council operations and communities to climate change.
- Reduce Council's environmental impact through efficient use of energy, water, and resources.
- Support delivery of the Council Plan 2025-2029 and Moira 2045 Community Vision.

Focus Areas

- Embed sustainable and circular economy practices across Council decisions, procurement, and day-to-day operations.
- Reduce Council's operational environmental impact, including greenhouse gas emissions from fleet, buildings, waste, and energy use.
- Lead local innovation in waste avoidance, resource recovery, and landfill diversion.
- Protect and enhance natural environments, waterways, ecosystems, and biodiversity.
- Build Council's capacity to plan for climate risk, adaptation, and resilience.
- Work with Traditional Owners, community groups, agencies, and neighbouring councils to deliver improved environmental outcomes.

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ENVIRONMENTAL SUSTAINABILITY STRATEGY 2026 - 2031 (cont'd)

ATTACHMENT No [1] - Draft Environmental Sustainability Strategy

Nature Positive Commitment

Council is committed to achieving nature positive outcomes by protecting existing environmental assets, restoring degraded ecosystems, increasing urban greening opportunities, and partnering with landowners and Traditional Owners to enhance biodiversity outcomes across the municipality.

Council will seek to leave the natural environment in a better condition for future generations, and ensure intergenerational equity, through habitat restoration, biodiversity enhancement, and sustainable land management practices.

How Actions Will Be Delivered

Actions identified in this Strategy will be delivered through Council operations, capital works, policy development, advocacy, community engagement, and partnerships. Delivery will be monitored through an annual Environmental Sustainability Report published on the Council's website.

Actions have been assigned 2031 targets or implementation timelines to support accountability, budget planning, and reporting. Where baseline data is not yet available, Council will establish the baseline early in the Strategy period and report progress annually.

Community Engagement and Partnerships

Council will use engagement methods to communicate, consult, educate, and build community capacity. This includes responding to community enquiries, providing education materials, supporting community-led projects, and advocating to state and federal agencies where local environmental outcomes can be improved.

Partnerships are central to delivering the Strategy. Council will continue to work with local, regional, state and federal partners including Goulburn Murray Water, Goulburn Valley Water, North East Water, Goulburn Broken CMA, North East CMA, Goulburn Murray Climate Alliance, EPA Victoria, Parks Victoria, Recycling Victoria, Yorta Yorta Nation Aboriginal Corporation, Trust for Nature, DEECA and neighbouring local governments.

Council acknowledges the significant cultural and environmental knowledge held by Traditional Owners and will continue to work collaboratively with Yorta Yorta Nation Aboriginal Corporation to support cultural land management, biodiversity protection, and environmental stewardship initiatives.

Scope

The Environmental Sustainability Strategy 2026-2031 identifies and responds to Moira Shire Council's environmental and waste management challenges. It documents Council's approach to protecting the natural environment and establishes actionable objectives across four key focus areas for the five-year Strategy period.

The Strategy applies to Council operations, services, assets, partnerships, and advocacy activities where Council has a direct role or reasonable influence. It also provides a framework for collaboration with agencies, Traditional Owners, community groups, and other councils.

Out of Scope

- Community-wide emissions inventories, except where Council programs or advocacy can support community emissions reduction.
- Full Scope 3 emissions accounting (contractor and supply chain emissions). This is not currently a mandatory reporting requirement. Council may progressively improve data maturity and procurement-related emissions tracking over time as capacity allows.

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ATTACHMENT No [1] - Draft Environmental Sustainability Strategy

Strategic Context

The Strategy aligns with regional, Victorian, and national policy directions and supports implementation of the Council Plan and other Council-endorsed strategies. It provides a coordinated approach to environmental outcomes across Council departments and embeds sustainability across planning, services, assets, and operations.

Community Vision and Council Plan Alignment

The Moira 2045 Community Vision identifies a future of a thriving, connected regional community. The Strategy supports this vision by contributing to sustainable agriculture, well-managed water entitlements, healthy and accessible waterways, urban forestry, circular economy outcomes, renewable energy use, and lower emissions.

The Council Plan 2025-2029 provides the strategic roadmap for Council. This Strategy operates as a delivery mechanism for environmental objectives and strategic indicators within the Council Plan.

Environment Context

Moira Shire covers approximately 4,045 square kilometres in northern Victoria and contains significant natural assets including the Murray River, Ovens River, Goulburn River, Broken Creek, Barmah National Park, Barmah Forest Ramsar site and Kinnairds Wetland. These waterways, wetlands, woodlands, and grasslands provide habitat for native flora and fauna and support community wellbeing, liveability and regional productivity.

Agriculture is the dominant land use across the municipality and contributes significantly to the local economy. Environmental management must therefore balance biodiversity protection, efficient water use, climate adaptation, sustainable land management, and the continued productivity of the region.

Climate projections for Victoria indicate hotter conditions, changing rainfall patterns, and increased frequency or severity of some extreme weather events. These changes will affect water availability, biodiversity, infrastructure, community health, and Council services. The region has also experienced significant historic events — including major floods, prolonged drought, and bushfires — that have had lasting impacts on the natural environment, community, and local economy. These cumulative events underscore the importance of climate resilience planning. A risk-based approach to climate adaptation is therefore embedded in this Strategy.

Key Challenges

Challenge	Strategic response
Habitat removal and fragmentation	Ongoing vegetation loss and habitat fragmentation place pressure on biodiversity, ecological connectivity, and threatened species.
Climate change and climate variability	Hotter conditions, changing rainfall and extreme weather risks affecting built infrastructure, environmental assets, services, waterways, agriculture, and community wellbeing.
Changing land and water use	Competing demands for land and water requires integrated planning, efficient use of resources, and protection of environmental values.
Pest plants and animals	Weed and pest species threaten roadside reserves, native vegetation, agricultural productivity, and ecosystem health.
Waste generation and landfill reliance	Council operates a landfill and resource recovery network. Continued waste avoidance, recycling, organics recovery and landfill diversion are essential.
Operational environmental impact	Council has a direct role in reducing emissions and resource consumption from fleet, buildings, waste, water, and procurement decisions.

Environmental Sustainability Strategy 2026-2031 | DRAFT

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(DIRECTOR SUSTAINABLE
DEVELOPMENT, BRYAN SWORD)**ENVIRONMENTAL SUSTAINABILITY STRATEGY 2026 - 2031 (cont'd)****ATTACHMENT No [1] - Draft Environmental Sustainability Strategy****Legislative and Policy Context**

The Strategy reflects Council's obligations and relevant policy settings under Victorian and Federal legislation. The following framework should guide implementation and future reporting.

Framework	Relevance to the Strategy
Local Government Act 2020	Requires Council to give effect to overarching governance principles, including best outcomes for the municipal community and future generations; economic, social, and environmental sustainability; mitigation and planning for climate change risks; engagement; collaboration; and consideration of regional, state and national plans.
Climate Action Act 2017	Provides Victoria's legislative foundation for managing climate change risks, transitioning to a climate-resilient community and economy, and achieving net zero emissions by 2045. The Act embeds climate change in Victorian Government decision-making and establishes reporting and adaptation planning requirements.
Environment Protection Act 2017 and Regulations 2021	Provides the modern environmental protection framework for pollution prevention, environmental risk management, and duties relevant to Council operations and waste facilities.
Circular Economy (Waste Reduction and Recycling) Act 2021	Supports Victoria's reformed waste and recycling system, including household waste and recycling service standards and resource recovery reforms.
Flora and Fauna Guarantee Act 1988	Key Victorian legislation for conserving threatened species and communities, managing potentially threatening processes, and supporting the Biodiversity 2037 framework.
Planning and Environment Act 1987	Provides the land use planning framework for the use, development, and protection of land in Victoria.
Catchment and Land Protection Act 1994	Provides a legislative framework for catchment management and pest plant and animal responsibilities, including obligations relevant to Council-managed roadsides.
Environment Protection and Biodiversity Conservation Act 1999	Commonwealth framework for matters of national environmental significance, including threatened species, ecological communities, wetlands, and migratory species.
Water Act 1989 and Basin Plan settings	Relevant to water entitlements, waterway health, sustainable water use, and Council's advocacy and operational role in water management.
Reconciliation Action Plan (RAP)	Informs Council's commitment to meaningful relationships with Traditional Owners and First Nations peoples, supporting culturally sensitive environmental and land

Focus Area 1: Enhance Natural Environments, Ecosystems and Biodiversity Management

Council has a key role in preserving habitat, supporting vegetation conservation, managing roadsides, promoting waterway health, public reserves and parks, and working with partners to enhance biodiversity outcomes. This focus area aligns with contemporary biodiversity policy, nature positive principles and Traditional Owner and Natural Resource Management agency partnerships.

Strategic Indicators

- Number of new trees planted by Council.
- Number of roadside kilometres treated for pests and weeds.
- Area of urban tree canopy cover.

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2031 Targets

Indicator	2031 target
New trees planted (Urban Canopy Strategy)	In line with Council's Urban Canopy Strategy, 2,400 additional trees planted on public land between 2025 and 2035, expanding urban canopy coverage by 15% beyond the existing 16,000 registered trees.
Urban canopy cover	Establish an urban canopy tree cover baseline and increase it by 15% from the 2026 baseline.
Weed and pest treatment	Deliver the annual roadside weed treatment program for all priority Controlled and Prohibited weed species in accordance with the Moira Shire Roadside Weed and Pest Management Plan, with outcomes reported annually.
Partnership projects	Deliver at least one biodiversity partnership project annually.

Priority Actions

- Update the existing guide for climate-resilient species for parks, gardens, and road reserves.
- Continue implementation of the Roadside Weed and Pest Animal Control Management Plan.
- Improve Council's understanding of stormwater impacts on riverine environments through baseline water quality data.
- Develop a Lake Numurkah masterplan in consultation with the community.
- Partner with community organisations to deliver annual tree planting and biodiversity projects.
- Work with Yorta Yorta Nation Aboriginal Corporation on cultural land management and ecological knowledge projects, consistent with commitments in Council's Reconciliation Action Plan 2025-2027 (to be confirmed once the RAP is formally adopted).
- Continue water monitoring at Thompson's Beach and other sites through the Regional Water Monitoring Partnership.

Focus Area 2: Support a Circular Economy

Council will continue to shift from a traditional linear (take, make, dispose) waste management model to a circular economy approach that prioritises waste avoidance, reuse, repair, recycling, organics recovery and procurement of recycled materials. This focus area supports Victoria's circular economy reforms and Council's objective to reduce landfill dependency.

Strategic Indicator

- Increase in the percentage of waste diverted from landfill, including food and garden organics, commingled recycling and glass.

Circular Economy Transition

Council supports the objectives of Environment Protection Authority Victoria and the Circular Economy (Waste Reduction and Recycling) Act 2021 by transitioning from a traditional waste management approach to a circular economy model. This approach prioritises avoiding waste generation, reusing materials, maximising recycling and resource recovery, supporting local circular economy opportunities, reducing landfill dependency, and increasing procurement of recycled and recovered materials.

2031 Targets

Indicator	2031 target
Waste diversion	Achieve 80% diversion from landfill by 2031 (baseline to be established from 2026 data).
Organics recovery	Maintain annual improvement in food and garden organics

Environmental Sustainability Strategy 2026-2031 | DRAFT

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ENVIRONMENTAL SUSTAINABILITY STRATEGY 2026 - 2031 (cont'd)

ATTACHMENT No [1] - Draft Environmental Sustainability Strategy

	recovery.
Kerbside contamination	Maintain less than 1% contamination levels in organics bins Deliver targeted education to reduce recoverable materials in the landfill bin, with a focus on the top misplaced materials identified in the 2025 Kerbside Bin Audit: food and organics (21.2%), mixed recyclables (13.9%), and textiles (3.5%). Achieve a 10% reduction in contamination in recycling bins from the 2026 baseline.
Community education	Deliver at least one annual waste education campaign.
Sustainable procurement	Adopt a Sustainable Procurement Framework incorporating circular economy principles by 2027.

Priority Actions

- Undertake biannual kerbside audits and targeted education for contamination and problem materials.
- Deliver reduce-and-avoid programs for households, community groups, businesses, and Council operations.
- Investigate construction and demolition and commercial and industrial waste diversion opportunities.
- Maintain regulatory compliance and drive continuous improvement across all waste management and resource recovery facilities
- Integrate sustainability and circular economy principles across Council operations.
- Develop and implement a Sustainable Procurement Framework that incorporates recycled content preferences, circular economy principles, and life-cycle considerations into Council purchasing decisions.

Focus Area 3: Plan and Prepare for Climate Adaptation

Council recognises climate change as a strategic risk affecting infrastructure, services, water availability, biodiversity, agriculture, community wellbeing, and economic productivity. This focus area is framed around climate risk, resilience, integrated water management, and practical adaptation pathways.

Strategic Indicators

- Percentage of Council projects with Water Sensitive Urban Design (WSUD) initiatives considered.
- Decreasing volume of Council water use and increasing volumes of reuse.

Climate Risk and Resilience

Council will progressively assess climate-related risks to Council assets and services, incorporate climate considerations into asset management and infrastructure planning, support adaptation planning across Council operations, and improve understanding of extreme heat, drought, flooding, and severe weather impacts. A risk-based approach will help Council decide about future investment and service delivery under changing conditions.

2031 Targets

Indicator	2031 target
Water Sensitive Urban Design assessment	Assess 100% of applicable capital projects for Water Sensitive Urban Design opportunities (WSUD). Applicable projects will be identified through the Project Management Framework.
Water efficiency	Reduce potable water consumption by 15% from the 2026 baseline.
Climate risk	Complete a climate risk and resilience assessment for Council assets, services and the natural environment by 2028.

Environmental Sustainability Strategy 2026-2031 | DRAFT

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Water reuse	Increase alternative (non-potable) water use and reuse, with progress reported annually against a 2026 baseline.
Annual outlook	Publish an annual climate outlook and adaptation update in the Annual Environmental Sustainability Report.

Priority Actions

- Support Council facilities to deliver water efficiency measures.
- Encourage the use of recycled water in the first instance, followed by raw water, before drawing on potable water, in order to reduce Council's reliance on potable water supplies.
- Complete design and delivery of the Victoria Park Integrated Water Management Plan (IWMP).
- Continue participation in Goulburn Broken and North East Integrated Water Management forums.
- Prepare and publish an annual climate outlook and adaptation update through the Annual Environmental Sustainability Report.
- Offer energy efficiency education resources for the community
- Complete a climate risk and resilience assessment for Council assets, services and natural environment by 2028.
- Assess 100% of applicable capital projects for Water Sensitive Urban Design (WSUD) opportunities, as identified through the Project Management Framework.

Focus Area 4: Reduce Council's Environmental Impact

Council will reduce its environmental impact through emissions reduction, energy efficiency, fleet transition, building improvements, reduced gas reliance, renewable energy, sustainable procurement, and improved resource consumption data.

Strategic Indicators

- Decrease in electricity consumption from non-renewable sources.
- Emissions from Council's fleet of plant, heavy and passenger vehicles reduced.
- Number of Environmentally Sustainable Design elements in new Council building projects.

2031 Targets

Indicator	2031 target
Fleet emissions	Reduce fleet emissions by 20% from the 2025 baseline.
Light fleet transition	Achieve 100% of light fleet electric or hybrid by 2031, subject to operational suitability and market availability.
Solar and batteries	Install solar on all feasible Council-owned facilities and consider batteries where financially and operationally viable.
Building energy efficiency	Reduce building energy consumption by 15% from the 2026 baseline.
Gas transition	Develop a phased gas transition plan for Council facilities by 2028.
Sustainable buildings	Adopt sustainability standards for new Council buildings by 2027.

Priority Actions

- Investigate long-term solutions to remove or reduce gas use in Council buildings.
- Continue to reduce emissions from Council fleet through replacement planning, fit-for-purpose vehicle selection and lower-emissions alternatives.
- Transition suitable light fleet vehicles to electric or hybrid options.
- Install solar on all feasible Council-owned facilities.

FILE NO:
ENHANCED NATURAL ENVIRONMENTS.

ITEM NO: 8.1
(DIRECTOR SUSTAINABLE
DEVELOPMENT, BRYAN SWORD)

ENVIRONMENTAL SUSTAINABILITY STRATEGY 2026 - 2031 (cont'd)

ATTACHMENT No [1] - Draft Environmental Sustainability Strategy

- Identify and implement energy efficiency improvements across Council-managed buildings.
- Promote behind-the-meter energy efficiency and renewable energy solutions.
- Develop sustainability standards for new Council buildings and major refurbishments.
- Offer energy efficiency education resources for Council staff.
- Continue participation and engagement through the Goulburn Murray Climate Alliance.

2031 Targets and Measures Summary

Focus area	Key 2031 targets
Biodiversity	In line with Council's Urban Canopy Strategy, 2,400 additional trees planted on public land between 2025 and 2035, expanding urban canopy coverage by 15% beyond the existing 16,000 registered trees. Urban canopy cover increased by 15% from 2026 baseline. Roadside treatment of priority Controlled and Prohibited weeds delivered in line with the Moira Shire Roadside Weed and Pest Management Plan. At least one biodiversity partnership project delivered annually.
Circular economy	80% diversion from landfill by 2031 (2026 baseline to be established). Annual improvement in food and garden organics recovery. 10% reduction in contamination in recycling bins from the 2026 baseline. Annual waste education campaign delivered. Sustainable Procurement Framework adopted by 2027.
Climate adaptation	100% of applicable capital projects assessed for WSUD (applicable projects identified via the Project Management Framework). 15% reduction in potable water consumption from the 2026 baseline. Climate risk and resilience assessment completed by 2028. Alternative (non-potable) water reuse opportunities identified and progressed. Annual climate outlook published in the Annual Environmental Sustainability Report.
Operational impact	20% reduction in fleet emissions from the 2025 baseline. 100% of light fleet electric or hybrid by 2031 (subject to operational suitability and market availability). Solar installed on all feasible Council-owned facilities. 15% reduction in building energy consumption from the 2026 baseline. Gas transition plan for Council facilities developed by 2028.

Action Plan

The Action Plan converts the Strategy into measurable delivery commitments. Actions may be refined through annual reporting, budget processes, and updated data baselines.

Focus Area 1: Enhanced Natural Environments, Ecosystems and Biodiversity Management

Action	Measure/KPI	Timeline	Lead
Update the existing guide for climate-resilient species for parks, gardens, and road reserves.	Guide adopted and applied to relevant planting programs.	2026-2027	Council
Continue implementation of the Roadside Weed and Pest Animal Control Management Plan.	Km's roadside treated for controlled and prohibited weeds.	2026-2031	Council

Environmental Sustainability Strategy 2026-2031 | DRAFT

FILE NO:
ENHANCED NATURAL ENVIRONMENTS.

ITEM NO: 8.1
(DIRECTOR SUSTAINABLE
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ENVIRONMENTAL SUSTAINABILITY STRATEGY 2026 - 2031 (cont'd)

ATTACHMENT No [1] - Draft Environmental Sustainability Strategy

Improve Council's understanding of stormwater impacts on riverine environments through baseline water quality data.	Baseline data collected and reported.	2026-2031	Council
Develop a Lake Numurkah masterplan in consultation with the community.	Masterplan completed and engagement outcomes documented.	2026-2031	Council
Partner with community organisations to deliver annual tree planting and biodiversity projects.	Minimum one project delivered annually.	2027-2031	Partnership
Work with Yorta Yorta Nation Aboriginal Corporation on cultural land management and ecological knowledge projects, consistent with commitments in Council's Reconciliation Action Plan 2025-2027 (to be confirmed once the RAP is formally adopted).	Partnership opportunities identified and progressed.	2026-2031	Partnership
Continue water monitoring at Thompson's Beach and other sites through the Regional Water Monitoring Partnership.	Participation and water quality data reported annually.	2026-2031	Partnership

Focus Area 2: Support a Circular Economy

Action	Measure/KPI	Timeline	Lead
Undertake biannual kerbside audits and targeted education for contamination and problem materials.	Audit completed and contamination reduction program delivered.	2026-2031	Council
Deliver reduce-and-avoid programs for households, community groups, businesses, and Council operations.	Annual program delivered and reported.	2026-2031	Council
Investigate construction and demolition and commercial and industrial waste diversion opportunities.	Options assessment completed and implementation pathway identified.	2027	Council
Maintain regulatory compliance and drive continuous improvement across all waste management and resource recovery facilities.	Regulatory compliance status and improvement actions reported annually.	2026-2031	Council
Develop and implement a Sustainable Procurement Framework that incorporates recycled content preferences, circular economy principles, and life-cycle considerations into Council purchasing decisions.	Framework adopted and applied to relevant procurement decisions.	2027	Council
Integrate sustainability and circular economy principles across Council operations.	Internal guidance and priority initiatives are implemented.	2026-2031	Council

Environmental Sustainability Strategy 2026-2031 | DRAFT

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ENVIRONMENTAL SUSTAINABILITY STRATEGY 2026 - 2031 (cont'd)

ATTACHMENT No [1] - Draft Environmental Sustainability Strategy

Focus Area 3: Plan and Prepare for Climate Adaptation

Action	Measure/KPI	Timeline	Lead
Complete a climate risk and resilience assessment for Council assets, services and the natural environment by 2028.	Assessment completed and priority adaptation actions identified.	2028	Council
Assess 100% of applicable capital projects for Water Sensitive Urban Design (WSUD) opportunities, as identified through the Project Management Framework.	100% of applicable capital projects assessed (projects identified via the Project Management Framework).	2026-2031	Council
Support Council facilities to deliver water efficiency measures.	Water efficiency opportunities identified and implemented where feasible.	2026-2031	Council
Encourage the use of recycled water in the first instance, followed by raw water, before drawing on potable water, in order to reduce Council's reliance on potable water supplies.	Water use hierarchy applied (recycled > raw > potable); opportunities identified and progressed.	2026-2031	Council
Complete design and delivery of Victoria Park IWMP.	Design and delivery milestones completed.	2027	Council
Participate in Goulburn Broken and North East IWM forums.	Participation reported annually.	2026-2031	Partnership
Prepare and publish an annual climate outlook and adaptation update through the Annual Environmental Sustainability Report.	Update included in the Annual Environmental Sustainability Report.	2026-2031	Council
Offer energy efficiency education resources for the community.	Resources promoted annually.	2026-2031	Council

Focus Area 4: Reduce Council's Environmental Impact

Action	Measure/KPI	Timeline	Lead
Investigate long-term solutions to remove or reduce gas use in Council buildings.	Plan completed and priority sites identified.	2028	Council
Continue to reduce emissions from Council fleet through replacement planning, fit-for-purpose vehicle selection and lower-emissions alternatives.	Fleet emissions tracked and reduction pathways reported.	2026-2031	Council
Transition suitable light fleet vehicles to electric or hybrid options.	100% of light fleet electric or hybrid by 2031, subject to suitability and availability.	2026-2031	Council
Identify and implement energy efficiency improvements across Council-managed buildings.	15% reduction from 2026 baseline by 2031.	2026-2031	Council
Install solar on all feasible Council-owned facilities.	Solar feasibility assessment completed; number of Council sites with solar installations reported	2026-2031	Council

Environmental Sustainability Strategy 2026-2031 | DRAFT

FILE NO:
ENHANCED NATURAL ENVIRONMENTS.

ITEM NO: 8.1
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ENVIRONMENTAL SUSTAINABILITY STRATEGY 2026 - 2031 (cont'd)

ATTACHMENT No [1] - Draft Environmental Sustainability Strategy

	annually.		
Promote behind-the-meter energy efficiency and renewable energy solutions.	Solutions promoted to Council facilities and community; uptake tracked.	2026-2031	Council
Develop sustainability standards for new Council buildings and major refurbishments.	Standards adopted and used in new building projects.	2027	Council
Offer community and Council staff energy efficiency education resources.	Resources promoted annually.	2026-2031	Council
Continue engagement through the Goulburn Murray Climate Alliance.	Participation and outcomes are reported annually.	2026-2031	Partnership

Monitoring and Evaluation

Council will monitor implementation of the Environmental Sustainability Strategy through annual reporting against Council Plan strategic indicators, ESS actions, biodiversity outcomes, waste diversion performance, water consumption and reuse, greenhouse gas emissions, climate adaptation initiatives, and partnership outcomes.

An annual Environmental Sustainability Report will be published on the Council's website. The Strategy will be reviewed before the development of any successor strategy, with performance data and community engagement outcomes used to inform future priorities.

Relevant Policy and Legislation

- Local Government Act 2020
- Climate Action Act 2017
- Environment Protection Act 2017
- Environment Protection Regulations 2021
- Circular Economy (Waste Reduction and Recycling) Act 2021
- Flora and Fauna Guarantee Act 1988
- Planning and Environment Act 1987
- Catchment and Land Protection Act 1994
- Water Act 1989
- Environment Protection and Biodiversity Conservation Act 1999
- Victoria's Climate Change Strategy
- Recycling Victoria: A New Economy
- Protecting Victoria's Environment: Biodiversity 2037
- Victorian Waterway Management Strategy
- Murray-Darling Basin Plan
- Goulburn Broken Regional Catchment Strategy
- North East Regional Catchment Strategy
- Hume Regional Climate Change Adaptation Strategy

FILE NO:
**A COMMUNITY-CENTERED ORGANISATION
FOCUSED ON BEST PRACTICE.**

ITEM NO: 8.2
**(MANAGER GOVERNANCE, RISK AND
PERFORMANCE, AMANDA FINN)**
**(DIRECTOR CORPORATE PERFORMANCE,
PETER CANNIZZARO)**

REVIEW OF THE RISK APPETITE STATEMENT

Officer Recommendation

That Council:

1. note that the revised Risk Appetite Statement was presented to the Audit and Risk Committee on 16 July 2026, for their review and feedback, and
2. endorse the Risk Appetite Statement, as presented in Attachment 1.

1. Purpose

The purpose of this report is for Council to consider endorsing the Risk Appetite Statement, which has been reviewed with suggested changes, as presented in Attachment 1.

2. Background

Council's Risk Appetite Statement establishes the level of risk Council is willing to accept across ten risk categories. It is scheduled to be reviewed annually, or whenever there is a significant change to Council's operating environment, in accordance with the Statement's review provisions.

This review has included a workshop with the Executive Leadership Team and Council as well as a review by the Moira Shire Audit and Risk Committee on 16 July 2026.

Administrative Amendments

Some administrative amendments have been made to the reviewed Risk Appetite Statement including enhancements to alignment with the delivery of the Moira2045 Community Vision and the Audit and Risk Committee Charter Work Plan.

A Table of Definitions has been incorporated into the Risk Appetite Statement to provide a common and consistent understanding of the key terms used throughout the document.

Enhancements to the Risk Appetite Statement

The following emerging issues were identified and considered as part of the review of the Risk Appetite Statement:

Item	Identified Gap	Proposed Amendment
Digital Inclusion	While mentioned in service delivery, the Council Plan's new Digital Inclusion Strategy has been included to provide specific risk appetite guidance.	Service Delivery Enhanced the tolerance for moderate impacts to service delivery due to implementation of new technology as Council develops digital service options.
Climate Adaptation	There is growing emphasis within the Council Plan but relatively light treatment in Risk Appetite Statement.	Environmental Additional tolerances relating to climate change, and environmental sustainability.

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REVIEW OF THE RISK APPETITE STATEMENT (cont'd)

Community Planning	New Community Planning Program (Major Initiative) may need risk appetite clarity around community-led decision-making.	Trust and Reputation Additional tolerance relating to meaningful community engagement practices.
Major Infrastructure Commitments	Council Plan identifies \$70M+ in major projects. Some projects are "subject to securing external funding" - this funding risk tolerance isn't explicitly addressed	Financial Additional tolerance relating to external funding of capital projects.
AI Technology	There is no reference to the use of Artificial Intelligence (AI) and the risks associated with this emerging technology.	Information Technology Risk Statement enhanced to include responsible, ethical and secure use of AI technology. Enhanced risk tolerance statements to include use of AI technology.
Trust and Reputation	Greater focus on the impact to community satisfaction and reputation.	Trust and Reputation Revised risk tolerance statement and increased level of risk tolerance from Cautious to Highly Cautious. Additional tolerance statements and beneficial outcomes included.

3. Council Plan Alignment

Council Plan Pillar	Focus Area
Pillar Five Leading Organisation - A community-centered organisation focused on best practice.	Decision making informed by diverse community views

4. Relevant Council Strategies, Plans and Policies

The following Council Strategies and Plans are relevant to this report:

- [Council Plan](#)
- [Annual Budget](#)

The following Council Policies are relevant to this report:

- [Risk Management Framework](#)

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REVIEW OF THE RISK APPETITE STATEMENT (cont'd)

5. Relevant Legislation

- [Local Government Act 2020](#)
- [Local Government \(Moirā Shire Council\) Act 2023](#)

6. Financial Considerations

The financial impacts of this report are detailed below, should the recommendation be accepted by Council.

BUDGET IMPACT	No Impact (already included in approved budget)	Low Impact (less than \$20k variance to budget)	Medium Impact (between \$20k and \$100k variance to budget)	High Impact (greater than \$100k variance to budget)
	☒	☐	☐	☐

The total direct cost of implementing this decision is already included in the approved budget.

7. Resource Considerations

The resource impacts of this report are detailed below, which provide an indication of resource hours required to implement the decision, should the recommendation be accepted by Council.

RESOURCE IMPACT	No Impact (less than 2 hours)	Low Impact (less than 20 hours)	Medium Impact (between 20 and 100 hours)	High Impact (greater than 100 hours)
	☐	☐	☒	☐

The Risk Appetite Statement requires that relevant staff and Administrators be made aware of and trained in the Statement on an annual basis to embed a positive risk culture and ensure all staff understand their responsibilities.

8. Risk Appetite

Moirā Shire Council's adopted Risk Appetite is 'Guarded'. Council will consider options and choose one that is safe, but also may maximise its ability to innovate, deliver strategic priorities and services, and care for the safety and wellbeing of staff, while also providing an acceptable level of reward and value for the community it serves and for local government.

The following risk tolerances have been predetermined by Council as part of the adopted Risk Appetite Statement and are relevant to the matter being considered by Council as part of this report.

Risk Category	Risk Category Description	Tolerance Rating
Health and Safety	We are committed to providing a safe workplace and physical environments for all staff, Administrators, contractors, visitors and the community	Highly Cautious
People & Culture	We are committed to providing a positive working environment and attracting and retaining skilled and competent staff. We will not accept misconduct or continued employee underperformance.	Highly Cautious

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REVIEW OF THE RISK APPETITE STATEMENT (cont'd)

Trust & Reputation	We recognise the importance of protecting our reputation and advocating for the needs of our community and local economy. We understand that negative publicity or community reactions may occur where there are competing priorities and interests in the community.	Cautious
Governance	We are committed to good governance and meeting legislated, regulatory and policy requirements and contractual obligations in a consistent and fair manner.	Highly Cautious
Financial	We recognise that Council has a responsibility to ensure that we have sufficient resources now and into the future and that there are financial risks involved in delivering a wide range of services, programs and capital projects.	Cautious
Service Delivery	We recognise there may be levels of risk involved to deliver efficiencies, enhance capabilities and provide services to our community.	Conservative
Environment	We recognise the importance of conserving and enhancing our environment and considering sustainability in all council decisions.	Cautious
Infrastructure	We are committed to continuous improvement in order to provide excellent infrastructure that provides benefits to our community.	Conservative
Information Management	We are committed to protecting our assets contained within our ICT systems and services, through the application of appropriate internal controls, a cyber-aware workforce, effective governance, timely remediation of identified control weaknesses, persistent review of the external threat landscape and consistent management of our third-party providers.	Conservative
Cyber Security	We are committed to safeguarding Council from both external and internal threats (including financial extortion), misuse, modification and unintended damage.	Highly Cautious

The recommendation, if accepted, is consistent with the agreed risk tolerance.

9. Community Engagement

Community Engagement is not applicable in accordance with the *Community Engagement Policy* as this is an internal governance and risk management document. It does not directly impact the community's access to services, infrastructure, or entitlements. Its purpose is to guide internal decision-making and risk-taking behaviour by Council staff and leadership.

10. Advisory Committees

Consultation with the All Abilities Advisory Committee or Moira Youth Council is not applicable as this is an internal governance and risk management document. It does not govern service delivery standards, physical accessibility, or inclusion outcomes, and accordingly falls outside the scope or remit of these committees.

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REVIEW OF THE RISK APPETITE STATEMENT (cont'd)

11. Gender Impact Assessment

In accordance with the *Gender Equality Act 2020* any policies, programs and services that have a direct and significant impact on the public are required to undergo a Gender Impact Assessment. An assessment is not required for these documents.

12. Conflict of Interest Declaration

The author of this report and officers associated with its development have no conflicts of interest to declare in the matter being considered.

Attachments

- 1 Risk Appetite Statement

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REVIEW OF THE RISK APPETITE STATEMENT (cont'd)

ATTACHMENT No [1] - Risk Appetite Statement

Moira Shire Council Risk Appetite Statement

Version Number	2.0
Responsible Director	Corporate Performance
Responsible Officer	Manager Governance, Risk & Performance
Date endorsed by ELT	26 May 2026
Date adopted by Council	
Scheduled for review	This statement will be reviewed annually in line with the Audit and Risk Committee Charter or sooner if required.

It is recognised that, from time to time, circumstances may change leading to the need for minor administrative changes to this document. Administrative changes do not materially alter the document (such as spelling/typographical errors, change to the name of a Council department, a change to the name of a Federal or State Government department). Administrative updates can be made in accordance with the Policy Framework Guidelines.



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REVIEW OF THE RISK APPETITE STATEMENT (cont'd)

ATTACHMENT No [1] - Risk Appetite Statement



INTRODUCTION

Risk Management is an essential component of Council's governance framework and supports the achievement of Council's goals and objectives. Effective risk management increases the probability of successful outcomes whilst protecting the health and safety, reputation and sustainability of Council.

The risk appetite is the amount of risk an organisation is willing to accept in pursuit of its strategic objectives. The Risk Appetite Statement considers the most significant categories of potential risks to Council and provides an outline as to how much risk Council is willing to accept in these areas.

A Risk Appetite Statement plays a significant role in delivering our key risk management objectives by:

- embedding and demonstrating a positive risk culture;
- ensuring everyone understands their responsibilities for managing risks and are held accountable in line with their roles and responsibilities;
- embedding risk management into strategic and business planning and decision making;
- communicating, consulting, identifying, analysing, prioritising, monitoring, reviewing, and recording all material risks in a consistent and effective manner;
- strengthening Council's risk management capability and maturity; and
- complying with relevant regulatory requirements, standards, policies and codes of conduct.

Council's approach to risk management is consistent with the *Australian Standard AS ISO 31000:2018 Risk Management – Guidelines*.

Managing risks

Risks will be managed in line with Moirai Shire Council's risk appetite and risk tolerance scales and will be considered in all decision making and planning.

Everyone at Council is responsible for considering, communicating and managing risks within their area of responsibility. Risk should be considered in all decision-making at all levels of Council. Risk discussions should be open, honest and transparent. Risk management must be timely, proactive, dynamic and consistent with Council's risk appetite and in accordance with Council's Risk Management Framework. The key elements of the Risk Management Framework are:

- Risk Management Policy
- Risk Management Plan
- Risk Appetite Statement (this document)
- Risk and Control Assessment Templates
- Strategic and Operational Risk Registers

Risks that are assessed and rated as high or extreme (as per the Risk Management Plan) must be managed to a level that is as low as reasonably practicable and be monitored in accordance with Council's Risk Management Plan. In deciding how to control and treat risks, consideration should be given to the:

- ability to influence the risk exposure;
- practicality and cost of treating the risk;
- level of potential risk reduction; and
- opportunities associated with treatments (i.e. mitigation).

Risks shared with other agencies should be considered, identified and managed through collaboration, coordination and communication with those agencies.

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REVIEW OF THE RISK APPETITE STATEMENT (cont'd)

ATTACHMENT No [1] - Risk Appetite Statement

DEFINITIONS

The following terms are used throughout this Risk Appetite Statement.

Term	Definition
Risk	The effect of uncertainty on objectives. Risk may have a positive or negative effect and is often expressed in terms of the likelihood of an event and its consequences.
Risk Tolerance	The acceptable variation around risk appetite. It defines the boundaries and thresholds for risk-taking within a given risk category and informs expectations for mitigating, accepting or pursuing specific risks.
Risk Management Framework	The set of components that provides the foundations and organisational arrangements for designing, implementing, monitoring, reviewing and continually improving risk management throughout Council. It includes the Risk Management Policy, Risk Management Plan, Risk Appetite Statement, Risk and Control Assessment templates, and Strategic and Operational Risk Registers.
Risk and Control Assessment	A structured process and associated templates used to identify risks, evaluate existing controls and determine the level of residual risk.
Inherent Risk	The level of risk that exists before any controls or treatments are applied.
Residual Risk	The level of risk that remains after controls and treatment actions have been applied.
Risk Treatment / Mitigation	Actions taken to modify risk, including reducing the likelihood or consequence of a risk event.
Controls	Measures that modify risk, including policies, procedures, practices and other actions that reduce the likelihood or consequence of a risk materialising.
Executive Leadership Team (ELT)	Council's senior management group responsible for overseeing the implementation of this Risk Appetite Statement and to whom risks outside appetite or agreed tolerance levels must be reported.
Audit and Risk Committee	A committee that provides independent oversight of Council's risk management, internal controls and audit functions. The Risk Appetite Statement is presented to this Committee for review and comment prior to adoption by Council.
Councillor	Has the same meaning as the definition in the <i>Local Government Act 2020</i> . In accordance with the <i>Local Government (Moirā Shire Council) Act 2023</i> , Moirā Shire Council has a Panel of Administrators appointed. Administrators fulfill the role of Councillors, and the Chair Administrator fulfills the role of Mayor. While under Administration, any reference to the term Councillor/s can be deemed to be a reference to Administrator/s.

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REVIEW OF THE RISK APPETITE STATEMENT (cont'd)

ATTACHMENT No [1] - Risk Appetite Statement

RISK APPETITE

The Risk Appetite Statement summarises Council's tolerance for risk in a range of activities it undertakes.

A range of appetites for risk

The overall level of risk that Council accepts can range from avoiding risks to eagerly taking risks. Where Council's appetite fits on this range can impact on its willingness to innovate, as well as its requirement to control risks. Council's overall risk appetite is 'guarded' with certain categories of risks having different risk tolerances.

Council's risk appetite is further described in the below Risk Appetite Statement and the Risk Tolerance Scale on page 4.

Risk Appetite Ranges

Council categorises its level of risk appetite ranges into four categories as can be seen below:

Risk Averse	Guarded	Open to risk	Eager for risk
• No appetite to very low appetite for taking risks. • Avoid risks and uncertainty. • Will not take risks to achieve potential rewards.	• Low appetite for risks. • Prefer safe options. • May impact on potential opportunities for reward.	• Moderate appetite for risks. • Willing to consider potential costs and benefits – rewards and risks – when deciding options.	• Eager to engage with risks and choose options offering potentially higher rewards.

Overall Risk Appetite Statement

Moira Shire Council's risk appetite is 'Guarded'. Council will consider options and choose one that is safe, but also may maximise its ability to innovate, deliver strategic priorities and services.

Council will:

- respond to a growing community and support the realisation of the Moira2045 Community Vision.
- care for the safety and wellbeing of staff.
- provide an acceptable level of reward and value for the community it serves and for local government.

RISK TOLERANCE

The Risk Appetite sets the tone for risk taking in general, while the Risk Tolerance informs:

- Expectations for mitigating, accepting and pursuing certain types of risk;
- Boundaries and thresholds for acceptable risk taking; and
- Actions to be taken or consequence for acting beyond appropriate tolerances.

Council's Risk Tolerance scale is shown in the following section.

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Risk Tolerance Scale



HIGHLY CAUTIOUS	CAUTIOUS	CONSERVATIVE	CONFIDENT
<i>Zero to very low tolerance for risk</i>	<i>Low tolerance for risk</i>	<i>Moderate tolerance for risk</i>	<i>High Tolerance for risk</i>
<i>Avoid taking risks and ensure there are effective controls in place.</i>	<i>Reduce risk exposure where possible. Some risk taking may be necessary due to the nature of Council's activities.</i>	<i>Willing to consider options that may incur risk where significant benefit is possible.</i>	<i>Willing to engage with risks when the potential for benefit is high.</i>

There are 10 Risk Categories in the Risk Appetite Statement.

Risk Category	Statement	Risk Tolerance
Health and Safety	<i>We are committed to providing a safe workplace and physical environments for all staff, Councillors, contractors, visitors and the community.</i>	Highly Cautious
People and Culture	<i>We are committed to providing a positive working environment & attracting and retaining skilled and competent staff. We will not accept misconduct or continued employee underperformance.</i>	Highly Cautious
Governance	<i>We are committed to good governance and meeting legislated, regulatory and policy requirements and contractual obligations in a consistent and fair manner.</i>	Highly Cautious
Cyber Security	<i>We are committed to safeguarding Council from both external and internal threats (including financial extortion), misuse, modification and unintended damage.</i>	Highly Cautious
Trust and Reputation	<i>We are committed to building and protecting our reputation as a trusted, transparent and ethical local government organisation.</i>	Highly Cautious
Environmental	<i>We recognise the importance of conserving and enhancing our environment and considering sustainability in all council decisions.</i>	Cautious
Financial	<i>We recognise that Council has a responsibility to ensure that we have sufficient resources now and into the future and that there are financial risks involved in delivering a wide range of services, programs and capital projects.</i>	Cautious
Service Delivery	<i>We recognise there may be levels of risk involved to deliver efficiencies, enhance capabilities and provide services to our community.</i>	Conservative
Infrastructure	<i>We are committed to continuous improvement in order to provide excellent infrastructure that provides benefits to our community.</i>	Conservative
Information Management	<i>We are committed to protecting our assets contained within our ICT systems and services, through the application of appropriate internal controls, a cyber-aware workforce, effective governance, timely remediation of identified control weaknesses, persistent review of the external threat landscape and consistent management of our third-party providers. This includes the responsible, ethical and secure use of Artificial Intelligence, ensuring AI tools and platforms are governed in a manner that protects data privacy, maintains accountability and mitigates emerging AI-related risks.</i>	Conservative

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REVIEW OF THE RISK APPETITE STATEMENT (cont'd)

ATTACHMENT No [1] - Risk Appetite Statement



HEALTH AND SAFETY

HIGHLY CAUTIOUS

We are committed to providing a safe workplace and physical environments for all staff, Councillors, contractors, visitors and the community.

Council will NOT tolerate:	Council WILL tolerate:
- Actions or behaviours that are deliberate and willingly contravene the organisations' Codes of Conduct and OHS policies and procedures. - Practices that knowingly compromise staff wellbeing, workplace or community safety (including discrimination, harassment or bullying). - Activities that result in reasonably foreseeable and preventable fatalities, harm, serious injuries or illnesses to our Community, Customers, Councillors or Staff. - Incidents that occur arising from untrained staff or failed internal processes. - Failure to communicate in line with emergency management obligations about incidents that may impact the health and safety of the community. - Unsafe infrastructure and work environments.	- Minor unforeseen incidents or injuries that arise from time to time while undertaking normal activities. - Practices that are not in line with best practice if safety and duty of care are not compromised.
Beneficial Outcomes	
- Practices and processes that ensure a safe and healthy work environment and infrastructure. - A positive workplace culture. - Retention and attraction of staff. - Reduced public liability and work cover claims. - Enhanced community wellbeing, safety and social inclusion. - Building trust in the community and transparency in decision making.	

FILE NO:
**A COMMUNITY-CENTERED ORGANISATION
FOCUSED ON BEST PRACTICE.**

ITEM NO: 8.2
**(MANAGER GOVERNANCE, RISK AND
PERFORMANCE, AMANDA FINN)**
**(DIRECTOR CORPORATE
PERFORMANCE, PETER CANNIZZARO)**

REVIEW OF THE RISK APPETITE STATEMENT (cont'd)

ATTACHMENT No [1] - Risk Appetite Statement



PEOPLE AND CULTURE

HIGHLY CAUTIOUS

We are committed to providing a positive working environment & attracting and retaining skilled and competent staff.

We will not accept misconduct or continued employee underperformance.

Council will NOT tolerate:	Council WILL tolerate:
- Behaviours and actions which do not align with the Moira Shire Council values. - Behaviours and actions that do not align with the Moira Shire Competency Framework. - Actions or behaviours that are deliberate and willingly contravene the organisational Code of Conduct. - Practices that knowingly compromise staff well-being, workplace or community safety (including discrimination, harassment or bullying). - Performance issues or poor culture, resulting in significantly increased employee turnover or absenteeism or a significant reduction in results from the previous employee satisfaction survey. - Events/incidents that occur arising from incompetent or undertrained staff.	- Minor temporary reduction in morale relating to improving workforce performance as a result of addressing underperformance, poor conduct, or capability concerns within the workforce. - Minor staff grievances that can be dealt with through normal internal mechanisms. - Minor morale and staff grievances due to a change within the organisation, as a result of innovation or change management processes leading to more efficient and effective outcomes.
Beneficial Outcomes	
- Retention and attraction of staff. - A culture that aligns with the Moira Shire Council values. - Succession Planning. - Building organisational capability. - Supporting a diverse and inclusive workforce.	

FILE NO:
**A COMMUNITY-CENTERED ORGANISATION
FOCUSED ON BEST PRACTICE.**

ITEM NO: 8.2
**(MANAGER GOVERNANCE, RISK AND
PERFORMANCE, AMANDA FINN)**
**(DIRECTOR CORPORATE
PERFORMANCE, PETER CANNIZZARO)**

REVIEW OF THE RISK APPETITE STATEMENT (cont'd)

ATTACHMENT No [1] - Risk Appetite Statement



GOVERNANCE

HIGHLY CAUTIOUS

We are committed to good governance and meeting legislated, regulatory and policy requirements and contractual obligations in a consistent and fair manner.

Council will NOT tolerate:	Council WILL tolerate:
- Corrupt or fraudulent conduct by Staff, Councillors or Contractors. - Unreasonable delays when reporting, investigating or correcting any fraudulent, improper, unethical or corrupt conduct. - Any instances where Staff, Councillors or Contractors knowingly break the law, fail to comply with legal obligations or recklessly breach internal policies. - Breaches of legislation or regulations. - Breaches of organisational policies or organisational Code of Conduct. - Failure to consider expert / professional legal advice. - Unauthorised release of confidential information. - Any behaviour which gives rise to extensive litigation and indictable offences. - Failure to comply with Government Directions or orders. - Council officers acting outside their delegated authority.	- Decisions made on merit in accordance with Council values that are not in line with professional advice. - Temporary non-compliance where regulatory deadlines or obligations are unable to be met, provided the matter is documented and resolved quickly and Council communicates proactively with the relevant regulator. - Risks which may give rise to isolated complaints that are incidental to normal business activities despite best efforts to avoid or mitigate. - Streamlined governance processes to reduce complexity and improve efficiency, provided effective internal controls, legislative obligations and accountability mechanisms remain in place.
Beneficial Outcomes	
- Embedded processes to identify and manage instances of corrupt or fraudulent conduct of Staff, Councillors or Contractors. - Meeting legislative and regulatory requirements. - Meeting staff and community expectations on Council Values and Services - Building trust in Council decision making. - Improving systems and processes through innovation to support good governance.	

FILE NO:
**A COMMUNITY-CENTERED ORGANISATION
FOCUSED ON BEST PRACTICE.**

ITEM NO: 8.2
**(MANAGER GOVERNANCE, RISK AND
PERFORMANCE, AMANDA FINN)**
**(DIRECTOR CORPORATE
PERFORMANCE, PETER CANNIZZARO)**

REVIEW OF THE RISK APPETITE STATEMENT (cont'd)

ATTACHMENT No [1] - Risk Appetite Statement



CYBER SECURITY

HIGHLY CAUTIOUS

We are committed to safeguarding Council from both external and internal threats (including financial extortion), misuse, modification and unintended damage.

Council will NOT tolerate:	Council WILL tolerate:
- Cybersecurity threats or events that could have been prevented through judicious application of technical and behavioural controls. - Threats of financial or personal extortion that arise from any malicious cybersecurity breaches. - An unprepared response in the event of an external cyber-attack. - Significant threats to assets arising from external malicious attacks. - Misuse, inappropriate distribution or loss of sensitive or confidential council information due to the actions of staff.	- Some cyber threats or events which, if they were successful, would have a minor or limited impact upon Council's business because they do not compromise the integrity, confidentiality or availability of Council information or assets.
Beneficial Outcomes	
- Effective back-up of data and information. - Being prepared for potential cyber-attacks through regular training and awareness programs. - Timely remediation of identified cyber security control weaknesses. - Developing and embracing the latest security measures and information in line with government and industry developments and regulations.	

FILE NO:
**A COMMUNITY-CENTERED ORGANISATION
FOCUSED ON BEST PRACTICE.**

ITEM NO: 8.2
**(MANAGER GOVERNANCE, RISK AND
PERFORMANCE, AMANDA FINN)**
**(DIRECTOR CORPORATE
PERFORMANCE, PETER CANNIZZARO)**

REVIEW OF THE RISK APPETITE STATEMENT (cont'd)

ATTACHMENT No [1] - Risk Appetite Statement

TRUST AND REPUTATION

HIGHLY CAUTIOUS

We are committed to building and protecting our reputation as a trusted, transparent and ethical local government organisation.

Council will NOT tolerate:	Council WILL tolerate:
- Improper, unethical, corrupt, unprofessional behaviour or failure to exercise respect and duty of care in accordance with our Council values and policies. - Breaches of organisational Code of Conduct. - Failure to advocate for the needs of the community and the key objectives of the Council Plan and other key strategies. - Failure to uphold the probity of Council decision-making. - Failure to avoid, disclose and appropriately manage conflicts of interest. - Failure to act in a fair, honest, transparent and accountable manner. - Failure to consult or involve the community in significant changes or key decisions. - Failure to uphold meaningful community engagement practices consistent with the Council Plan's commitment to community-centered decision making and the Moira2045 Community Vision. - Decision-making that is not open, honest and transparent and reflects the long-term interests of the community. - Failure to promptly notify management of significant incidents that may impact Council reputation. - Failure to respond to complaints in a prompt and professional manner and in accordance with Council policies and procedures.	- Moderate adverse local media and social media scrutiny or a volume of complaints relating to decisions and actions that are demonstrably in the long-term best interests of the community, where Council has communicated transparently and followed due process. - Isolated minor incidents, concerns and complaints that can be resolved quickly by management. - A short-term reduction in community satisfaction where Council has made difficult but necessary decisions (such as rate adjustments, service reprioritisation, infrastructure trade-offs, or environmental commitments) and has communicated the long-term community benefit clearly and transparently. - Temporary reputational impacts arising from decisions that are financially, environmentally or socially prudent in the long term but may be unpopular in the short term, provided due process has been followed and the decision aligns with the Council Plan and Moira2045 Community Vision. - Short-term negative media coverage or public commentary that arises from transparent disclosure of challenges, constraints or difficult trade-offs, where Council is acting with integrity.
Beneficial Outcomes	
- Long-term community trust built through consistent, principled decision-making in the whole community's best interest, even where individual decisions generate short-term dissatisfaction. - A community that is informed about the rationale for difficult decisions and understands Council's long-term vision and obligations. - Demonstrated leadership and accountability in communicating challenging decisions with clarity and empathy. - The interests of First Nations peoples are considered.	

FILE NO:
**A COMMUNITY-CENTERED ORGANISATION
FOCUSED ON BEST PRACTICE.**

ITEM NO: 8.2
**(MANAGER GOVERNANCE, RISK AND
PERFORMANCE, AMANDA FINN)**
**(DIRECTOR CORPORATE
PERFORMANCE, PETER CANNIZZARO)**

REVIEW OF THE RISK APPETITE STATEMENT (cont'd)

ATTACHMENT No [1] - Risk Appetite Statement



ENVIRONMENTAL

CAUTIOUS

We recognise the importance of conserving and enhancing our environment and considering sustainability in all council decisions

Council will NOT tolerate:	Council WILL tolerate:
- Decisions that do not appropriately consider the principles of ecologically sustainable development. - Failure to minimise significant impacts on biodiversity and reduce our ecological footprint. - Decisions, activities and practices that result in long-term or irrevocable environmental damage or negative climate impacts, threatens biodiversity, including extinction of flora and fauna, or is hazardous to human life. - Activities and practices that knowingly compromise the environment are reasonably foreseeable and preventable. - Failure to meet environmental commitments or legal or legislative requirements resulting in EPA fines or penalties. - Failure to consider and plan for climate change risks and impacts in Council projects, asset management and service planning.	- Environmental impacts offset by other activities resulting in a net neutral environmental outcome. - Minor environmental impacts from uncontrollable or unforeseen events or in order to deliver enduring benefits to our community well into the future. - Changes to procedures and practices to accommodate improved environmental outcomes - Minor cost impacts in the selection of products or services that have a significant positive impact on the environment. - Moderate disruption to existing practices and processes to implement environmental sustainability initiatives. - Pilot program testing new approaches to water management, urban forestry, and environmental sustainability.
Beneficial Outcomes	
- Reducing our organisational carbon footprint. - Activities and practices that protect our environment from long term damage or negative climate impacts, as well as protecting biodiversity. - Assessing community expectations of changing environmental impacts on a regular basis. - Enhanced community resilience to climate change impacts - Implementation of Water Sensitive Urban Design across Council projects - Increased urban tree canopy improving liveability through the implementation of the Tree Management Policy - Demonstration of leadership in environmental sustainability	



FINANCIAL

CAUTIOUS

We recognise that Council has a responsibility to ensure that we have sufficient resources now and into the future and that there are financial risks involved in delivering a wide range of services, programs and capital projects.

Council will NOT tolerate:	Council WILL tolerate:
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FILE NO:
**A COMMUNITY-CENTERED ORGANISATION
FOCUSED ON BEST PRACTICE.**

ITEM NO: 8.2
**(MANAGER GOVERNANCE, RISK AND
PERFORMANCE, AMANDA FINN)**
**(DIRECTOR CORPORATE
PERFORMANCE, PETER CANNIZZARO)**

REVIEW OF THE RISK APPETITE STATEMENT (cont'd)

ATTACHMENT No [1] - Risk Appetite Statement

- Financial activities and/or investment practices that contravene legislated or policy requirements. - Investing in assets without undertaking proper due diligence on whole of life costing. - Failure to maintain or implement effective systems, processes and controls which adequately protect Council from fraudulent activity. - Fraudulent or corrupt financial transactions. - Actions that have a significant negative impact on long term financial sustainability. - Committing ratepayer funds to capital works projects not contained in Council's 10-year capital works plan without re-scheduling other projects or seeking alternate sources of funding. - Accepting forecast review changes, in particular increased expenditure or decreased income, without attempting to identify offsetting budget adjustments to remain within adopted budget targets. - Committing to capital projects contingent on external funding without transparent disclosure of the funding dependency and a documented funding plan.	- Minor unforeseen and unavoidable budget variations that do not materially deviate from the annual budgeted underlying operating result. - Minor unforeseen and unavoidable cost variations in capital projects within the established contingency allocated to each project. - Minor costs, or capital outlays, attributable to new processes or innovation to improve services to meet community needs. - Calculated financial risks to deliver infrastructure, improve service delivery or promote ecological sustainability. - Minor cost impacts of the implementation of weighted scoring in procurement to benefit local competent suppliers. - Council will tolerate minor variations in capital expenditure delivery, provided overall spending remains within the parameters of the adopted Annual Budget.
Beneficial Outcomes - An underlying operating breakeven or surplus. - An increase in external funding opportunities. - Implement an integrated Project Management Framework and 10 Year Capital Works Plan to inform Council's Financial Plan. - Embedded systems, processes and controls that effectively protect Council from fraudulent activity. - Meeting or exceeding audit and compliance regulations and policies. - Strategic, legacy-focused decision-making — including prudent intergenerational capital investments and long-term financial planning — supports Council's reputation as a responsible and forward-thinking organisation that acts in the long-term interests of the Moira community. - Explore avenues to diversify revenue streams through beneficial enterprise arrangements. - Building trust and transparency in Council decision making with stakeholders. - Effective management of reputational risk arising from major financial decisions, including transparent communication of financial outcomes to the community.	

FILE NO:
**A COMMUNITY-CENTERED ORGANISATION
FOCUSED ON BEST PRACTICE.**

ITEM NO: 8.2
**(MANAGER GOVERNANCE, RISK AND
PERFORMANCE, AMANDA FINN)**
**(DIRECTOR CORPORATE
PERFORMANCE, PETER CANNIZZARO)**

REVIEW OF THE RISK APPETITE STATEMENT (cont'd)

ATTACHMENT No [1] - Risk Appetite Statement



SERVICE DELIVERY

CONSERVATIVE

We recognise there may be levels of risk involved to deliver efficiencies, enhance capabilities and provide services to our community.

Council will NOT tolerate:	Council WILL tolerate:
- Failure to significantly meet our service commitments. - Failure to demonstrate a commitment to delivering quality services to our Community, Councillors and Staff. - Failure to document and follow policies and procedures that impairs the quality of service delivery or results in service interruptions. - Failure to develop plans to respond to a disruption and ensure continuity of critical business functions. - Failure to promptly escalate a critical business process impact or outage. -	- Interruptions to critical business processes arising from uncontrollable events, where the interruption is well managed according to the Council's Business Continuity Plan and is resolved within the Maximum Acceptable Outage period. - Unforeseen interruptions to non-critical business functions from uncontrollable events where Council responds and communicates promptly to impacted stakeholders. - Moderate reputational impact from community complaints relating to service level changes aimed at achieving financial sustainability. - Moderate impacts to service delivery due to implementation of new technology, innovation initiatives or projects, and as Council develops digital service options, provided appropriate support is maintained for digitally excluded community members. - Moderate impacts arising from innovations and ideas that contribute to and encourage a flexible workplace.
Beneficial Outcomes	
- Exceeding community expectations and building trust in our service commitments. - Introducing innovative and streamlined ways to improve our services to the community. - Prompt response and management of disruptions. - Enhancing effective and consistent levels of awareness, communication and engagement. - Ensuring that the Council has the right resources, staff capabilities and organisation structure to optimise performance. - Improved digital inclusion and capability across the community. - Delivering services that align with Council Plan objectives.	

FILE NO:
**A COMMUNITY-CENTERED ORGANISATION
FOCUSED ON BEST PRACTICE.**

ITEM NO: 8.2
**(MANAGER GOVERNANCE, RISK AND
PERFORMANCE, AMANDA FINN)**
**(DIRECTOR CORPORATE
PERFORMANCE, PETER CANNIZZARO)**

REVIEW OF THE RISK APPETITE STATEMENT (cont'd)

ATTACHMENT No [1] - Risk Appetite Statement



INFRASTRUCTURE

CONSERVATIVE

We are committed to continuous improvement in order to provide excellent infrastructure that provides benefits to our community.

Council will NOT tolerate:	Council WILL tolerate:
- Unsafe infrastructure and work environments. - Non-completion of a significant portion of new or renewal infrastructure projects in line with capital expenditure budget. - Significant delays to projects that are considered within Council control. - Asset failure significantly earlier than the projected lifespan of the asset. - Failure to administer and manage contracts appropriately.	- Moderate financial and reputational impacts arising from the implementation of new innovative technologies. - Moderate impacts leading to short term disruption to community due to implementation of construction procedures which provide value for money provided community has been informed. - Moderate short-term financial impact on capital costs of projects where there are demonstrated long term sustainable gains. - Delays to major capital projects where completion is contingent on securing external funding, provided Council has actively and demonstrably pursued all reasonable funding avenues and stakeholders are informed of the dependency.
Beneficial Outcomes	
- Delivery of projects within budget and agreed timeframes. - Effective management of contracts and projects. - Improved infrastructure for our community. - Effective engagement and consultation with affected communities. - Building the community's trust in Council's ability to deliver innovative projects.	

FILE NO:
**A COMMUNITY-CENTERED ORGANISATION
FOCUSED ON BEST PRACTICE.**

ITEM NO: 8.2
**(MANAGER GOVERNANCE, RISK AND
PERFORMANCE, AMANDA FINN)**
**(DIRECTOR CORPORATE
PERFORMANCE, PETER CANNIZZARO)**

REVIEW OF THE RISK APPETITE STATEMENT (cont'd)

ATTACHMENT No [1] - Risk Appetite Statement



INFORMATION MANAGEMENT

CONSERVATIVE

We are committed to protecting our assets contained within our ICT systems and services, through the application of appropriate internal controls, a cyber-aware workforce, effective governance, timely remediation of identified control weaknesses, persistent review of the external threat landscape and consistent management of our third-party providers. This includes the responsible, ethical and secure use of Artificial Intelligence, ensuring AI tools and platforms are governed in a manner that protects data privacy, maintains accountability and mitigates emerging AI-related risks.

Council will NOT tolerate:	Council WILL tolerate:
- Prolonged unplanned outages of critical Council systems and services. - Failure to maintain systems and services which adequately protect Council's data and information and maintain adequate audit trails. - A lack of diligence in relation to information security, the procurement and implementation of ICT systems and services - Data loss due to inappropriate data management processes. - Poor information governance processes. - Failure to maintain recovery plans in place and test plans on a regular basis.	- Scheduled outages which are regarded as part of normal business activities - Implementation of new technologies, including AI, which create new opportunities for business improvement and innovation, accepting that implementation may involve minor to moderate risk subject to appropriate governance and ethical safeguards.
Beneficial Outcomes	
- Secure Council systems and services. - Effective data management practices and processes. - Assessing and incorporating the latest information protection systems. - Responsible adoption of Artificial Intelligence offers Council opportunities to strengthen information management, improve data analysis, reduce administrative burden, and enhance service delivery in the long-term interest of the community.	

FILE NO:
**A COMMUNITY-CENTERED ORGANISATION
FOCUSED ON BEST PRACTICE.**

ITEM NO: 8.2
**(MANAGER GOVERNANCE, RISK AND
PERFORMANCE, AMANDA FINN)**
**(DIRECTOR CORPORATE
PERFORMANCE, PETER CANNIZZARO)**

REVIEW OF THE RISK APPETITE STATEMENT (cont'd)

ATTACHMENT No [1] - Risk Appetite Statement



IMPLEMENTATION OF THE RISK APPETITE STATEMENT

Council's appetite for and tolerance of risk as outlined in this Risk Appetite Statement forms the basis of our approach to managing risk in our day-to-day activities. This statement informs Council's Risk Management Framework.

Staff are responsible for managing their risk environment. This includes having appropriate controls in place and monitoring their effectiveness. These risks are identified, assessed and managed at both enterprise level ('top-down') and at operational level ('bottom-up'). Risk registers are used to document the risks. Risks outside the appetite or agreed tolerance levels should be managed in line with this statement and should be reported to the Executive Leadership Team. Accountability for compliance with this Risk Appetite Statement rests with the Chief Executive Officer. The Statement shall be presented to Councillors and the Audit and Risk Committee to support informed oversight and governance.

REVIEW

This Risk Appetite Statement will be reviewed annually in line with the Audit and Risk Committee Charter Work Plan or whenever there is a significant change to the Council's operating environment. Staff and Councillors will be made aware of and trained/educated in the Statement on an annual basis to ensure there is an embedded and demonstrated positive risk culture within Council; as well as ensuring everyone understands their responsibilities for managing risks and being held accountable in line with their roles and responsibilities.

This review will be coordinated by the Governance, Risk and Performance Team. Changes to the Risk Appetite Statement must be endorsed by the Executive Leadership Team and are presented to the Audit & Risk Committee Meeting for review and comment before being referred to Council for adoption.

RELATED DOCUMENTS

Risk Management Policy
Risk Management Plan
Council Plan 2025-2029
Governance Framework 2024
Financial Plan 2025-2035
Moirai2045 Community Vision

DOCUMENT REVISIONS

Version	Summary of Changes	Approved by	Date
1.0	Original Statement adopted	Council	27/09/2023
2.0	Review in accordance with review schedule	Council	

FILE NO:
A COMMUNITY-CENTERED ORGANISATION
FOCUSED ON BEST PRACTICE.

ITEM NO: 8.3
(EXECUTIVE ASSISTANT TO THE CHIEF
EXECUTIVE OFFICER, ROBYN BONADDIO)
(DIRECTOR CORPORATE PERFORMANCE,
PETER CANNIZZARO)

REAPPOINTMENT OF AUDIT AND RISK COMMITTEE EXTERNAL INDEPENDENT MEMBER

Recommendation

That Council reappoint Steven Lambert to the Audit and Risk Committee as an External Independent Member for a second term from 13 December 2026 for a period of three years in accordance with the Audit and Risk Committee Charter.

1. Purpose

The purpose of this report is for Council to consider the reappointment of Steven Lambert to the Audit and Risk Committee (Committee) as External Independent Member for a second term in accordance with the Audit and Risk Committee Charter (Charter).

2. Background

In accordance with section 4.1 of the Charter, an External Independent Member is appointed for a first term of three years and may serve a second term of three years, subject to satisfactory performance.

Steven Lambert was appointed to the Audit and Risk Committee on 13 December 2023 for a term of three years and is seeking reappointment for a second term. Mr Lambert currently serves as Committee Chair, a role he has held since 18 July 2025.

As per clause 5 of the Charter, Mr Lambert advised the CEO on 18 July 2026 of his intention to seek reappointment for a second term of three years. Council can reappoint External Independent Members without public advertisement.

In accordance with section 5 of the Audit and Risk Committee Charter, the performance of Mr Lambert was assessed by the Chair Administrator and Chief Executive Officer as satisfactory and therefore Mr Lambert is eligible to serve a second term.

3. Council Plan Alignment

Pillar Five Leading Organisation - A community-centered organisation focused on best practice.

4. Relevant Council Strategies, Plans and Policies

The following Council Strategies and Plans are relevant to this report:

- [Audit and Risk Committee Charter](#)

The following Council Policies are relevant to this report:

- [Governance Framework](#)

5. Relevant Legislation

- [Local Government Act 2020](#)

FILE NO:
**A COMMUNITY-CENTERED ORGANISATION
FOCUSED ON BEST PRACTICE.**

ITEM NO: 8.3
**(EXECUTIVE ASSISTANT TO THE CHIEF
EXECUTIVE OFFICER, ROBYN BONADDIO)
(DIRECTOR CORPORATE PERFORMANCE,
PETER CANNIZZARO)**

REAPPOINTMENT OF AUDIT AND RISK COMMITTEE EXTERNAL INDEPENDENT MEMBER (cont'd)

6. Financial Considerations

The financial impacts of this report are detailed below, should the recommendation be accepted by Council.

BUDGET IMPACT	No Impact (already included in approved budget)	Low Impact (less than \$20k variance to budget)	Medium Impact (between \$20k and \$100k variance to budget)	High Impact (greater than \$100k variance to budget)
	☒	☐	☐	☐

7. Resource Considerations

The resource impacts of this report are detailed below, which provides an indication of resource hours required to implement the decision, should the recommendation be accepted by Council.

RESOURCE IMPACT	No Impact (less than 2 hours)	Low Impact (less than 20 hours)	Medium Impact (between 20 and 100 hours)	High Impact (greater than 100 hours)
	☒	☐	☐	☐

8. Risk Appetite

Moirā Shire Council's adopted Risk Appetite is 'Guarded'. Council will consider options and choose one that is safe, but also may maximise its ability to innovate, deliver strategic priorities and services, and care for the safety and wellbeing of staff, while also providing an acceptable level of reward and value for the community it serves and for local government.

The following risk tolerances have been predetermined by Council as part of the adopted Risk Appetite Statement and are relevant to the matter being considered by Council as part of this report.

Risk Category	Risk Category Description	Tolerance Rating
Governance	We are committed to good governance and meeting legislated, regulatory and policy requirements and contractual obligations in a consistent and fair manner.	Highly Cautious

The recommendation, if accepted, is consistent with the agreed risk tolerance.

FILE NO:
A COMMUNITY-CENTERED ORGANISATION
FOCUSED ON BEST PRACTICE.

ITEM NO: 8.3
(EXECUTIVE ASSISTANT TO THE CHIEF
EXECUTIVE OFFICER, ROBYN BONADDIO)
(DIRECTOR CORPORATE PERFORMANCE,
PETER CANNIZZARO)

REAPPOINTMENT OF AUDIT AND RISK COMMITTEE EXTERNAL INDEPENDENT MEMBER (cont'd)

9. Community Engagement

Council's engagement commitment in relation to this report is INFORM on the IAP2 International Association of Public Participation (IAP2) Engagement Spectrum as embedded within Council's Community Engagement Policy.

10. Advisory Committees

Council is committed to ensuring decision making is informed by diverse community views, however the reappointment of an External Independent Member to the Audit and Risk Committee does not require consultation with the Moira Youth Council and the All Abilities Advisory Committee.

11. Gender Impact Assessment

In accordance with the *Gender Equality Act 2020* any policies, programs and services that have a direct and significant impact on the public are required to undergo a Gender Impact Assessment. An assessment is not required for the reappointment of the External Independent Member.

12. Conflict of Interest Declaration

The author of this report and officers associated with its development have no conflicts of interest to declare in the matter being considered.

Attachments

Nil

FILE NO:
**WELL PLANNED AND MAINTAINED PLACES
AND SPACES**

ITEM NO: 8.4
**(PROJECT MANAGER - INFRASTRUCTURE,
EDWARD THOMSON)**
**(MANAGER INFRASTRUCTURE PLANNING
AND DELIVERY, THOMAS LYLE)**
**(DIRECTOR INFRASTRUCTURE, RACHAEL
GADD)**

**C009/23 - PROVISION OF SPRAY SEALING AND ASSOCIATED SERVICES (PA
2609/0338)**

Recommendation

That Council:

1. award the 2026/27 annual reseal works program under contract C009/23 – Provision of Spray Sealing and Associated Services to Fulton Hogan Industries Pty Ltd for the Lump Sum amount of \$1,728,755.19 ex GST; and
2. authorise the Chief Executive Officer, or a delegate of the Chief Executive Officer, to sign and execute all contract documents and take all necessary actions to give effect to the contract award.

1. Purpose

The purpose of this report is for Council to consider awarding tender C009/23 for the Provision of Spray Sealing and Associated Works.

The report recommends the tender submission from Fulton Hogan Pty Ltd for Contract C009/23 Provision of Spray Sealing and Associated Services be accepted by Council

Pursuant to the Instrument of Delegation to the Chief Executive Officer, the value of this contract exceeds the financial limit, and a Council motion is now required to accept the recommendation to award the contract.

2. Background

The Road Reseal Program is an annual planned renewal initiative forming part of Council's proactive approach to road asset management. The program involves the periodic resealing of existing sealed roads across the Shire to protect underlying pavement structures, restore skid resistance, and maintain an appropriate level of service for road users.

Resealing is a cost-effective preventative maintenance treatment that reinstates the waterproofing membrane of an existing pavement surface. Without timely intervention, the ingress of moisture can accelerate pavement deterioration, leading to cracking, potholing, and ultimately the need for significantly more expensive rehabilitation or reconstruction works.

By delivering the Road Reseal Program on an annual basis, Council is able to:

- Extend the serviceable life of sealed road assets across the network;
- Reduce long-term renewal backlogs and the accumulation of deferred maintenance;
- Maintain road safety standards for the community; and
- Optimise the use of ratepayer funds through preventative maintenance, rather than costly reactive intervention.

FILE NO:
WELL PLANNED AND MAINTAINED PLACES
AND SPACES

ITEM NO: 8.4
(PROJECT MANAGER - INFRASTRUCTURE,
EDWARD THOMSON)
(MANAGER INFRASTRUCTURE PLANNING
AND DELIVERY, THOMAS LYLE)
(DIRECTOR INFRASTRUCTURE, RACHAEL
GADD)

C009/23 - PROVISION OF SPRAY SEALING AND ASSOCIATED SERVICES (PA 2609/0338) (cont'd)

This approach is consistent with Council's broader asset management strategy and reflects responsible stewardship of community infrastructure.

3. Council Plan Alignment

Pillar Three Liveability - Well planned and maintained places and spaces.

4. Relevant Council Strategies, Plans and Policies

The following Council Strategies and Plans are relevant to this report:

- [Council Plan](#)
- [Annual Budget](#)
- [Financial Plan](#)
- [Asset Plan](#)
- [Public Road Register](#)
- [Road Management Plan](#)

The following Council Policies are relevant to this report:

- [Asset Management Policy](#)
- [Procurement Policy](#)
- [Risk Management Framework](#)

5. Relevant Legislation

- [Local Government Act 2020](#)
- [Local Government Act 1989](#)
- [Local Government \(Moirā Shire Council\) Act 2023](#)
- [Planning and Environment Act 1987](#)

6. Procurement Summary

6.1 Tender Details

6.1.1 The contract is a Lump Sum contract.

6.1.2 The contract will be delivered in accordance with the General Conditions of Contract (Road and Bridge Works 1994) NPWC Contract.

6.1.3 An RFQ was released on 9 June 2026 and closed on Wednesday 29 June 2026.

6.1.4 This resulted in 3 suppliers submitting a formal response. Submissions were received from:

- Boral Resources (VIC) Pty Ltd
- Fulton Hogan Pty Ltd
- Primal Surfacing Pty Ltd

6.2 Non-conforming tenders

No submissions were deemed non-conforming.

6.3 Evaluation Criteria

FILE NO:
**WELL PLANNED AND MAINTAINED PLACES
AND SPACES**

ITEM NO: 8.4
**(PROJECT MANAGER - INFRASTRUCTURE,
EDWARD THOMSON)**
**(MANAGER INFRASTRUCTURE PLANNING
AND DELIVERY, THOMAS LYLE)**
**(DIRECTOR INFRASTRUCTURE, RACHAEL
GADD)**

**C009/23 - PROVISION OF SPRAY SEALING AND ASSOCIATED SERVICES (PA
2609/0338) (cont'd)**

The following criteria and weightings were used to evaluate conforming submissions.

Mandatory Compliance Criteria	Weighting
Compliance with tender requirements	Pass / Fail
Occupational Health and Safety	Pass / Fail
Weighted Evaluation Criteria	Weighting
Price	55%
Ability to meet timeframes	20%
Work practices and methodology	15%
Contribution to Local Economy	10%
TOTAL	100.00%

6.4 Tender Evaluation Process

6.4.1 Procurement Australia acted as the agent and facilitated the tender process.

6.4.2 The Procurement Coordinator moderated the evaluation.

6.4.3 Only compliant tenders advanced to the evaluation stage, while those identified as non-compliant were excluded from further evaluation. Any instances of non-compliance are explained in the confidential attachment.

6.4.4 Due to consistent scoring across the tender evaluation panel, a formal moderation meeting was not required. Panel members were nonetheless consulted to review the evaluation results, and each confirmed that their scoring had been applied consistently and in accordance with the published evaluation criteria. This confirms that the procurement process was conducted with integrity and that the recommended tenderer represents the most suitable outcome.

6.5 Tender Evaluation Panel

6.5.1 The tender evaluation panel (TEP) consisted of:

FILE NO:
**WELL PLANNED AND MAINTAINED PLACES
AND SPACES**

ITEM NO: 8.4
**(PROJECT MANAGER - INFRASTRUCTURE,
EDWARD THOMSON)**
**(MANAGER INFRASTRUCTURE PLANNING
AND DELIVERY, THOMAS LYLE)**
**(DIRECTOR INFRASTRUCTURE, RACHAEL
GADD)**

**C009/23 - PROVISION OF SPRAY SEALING AND ASSOCIATED SERVICES (PA
2609/0338) (cont'd)**

Officer	Directorate	Role
Project Manager	Infrastructure	Scoring Member
Project Manager	Infrastructure	Scoring Member
Coordinator Works and Services	Infrastructure	Scoring Member
Procurement Coordinator	Finance	Moderator

7. Conflict of Interest Declaration

- 7.1 The process described in this report is in accordance with Council's Procurement Policy, the relevant provision of the Local Government Act 2020 – section 108 (Procurement Policy) and section 109 (Procurement).
- 7.2 This report has been prepared on behalf of the officers of the Tender Evaluation Panel and all officers have declared that they have no actual or perceived conflict of interest present in evaluating the tender submissions and in determining the recommendations contained in this report.

8. Financial Considerations

The approved Council budget allocation for the road reseal program is \$2,390,410 in the 2026/27 Capital Budget. The recommended supplier's contract reflects an estimated program delivery cost of \$1,728,755, which represents a potential saving of \$661,655 against the approved program budget.

It should be noted, however, that this saving is indicative only at this stage. The realisation of any budget saving will not be confirmed until project completion, at which point all project contingencies and internal labour costs have been fully accounted for and actual project costs are known.

Financial impacts of this report are detailed below, should the recommendation be accepted by Council.

FILE NO:
WELL PLANNED AND MAINTAINED PLACES
AND SPACES

ITEM NO: 8.4
(PROJECT MANAGER - INFRASTRUCTURE,
EDWARD THOMSON)
(MANAGER INFRASTRUCTURE PLANNING
AND DELIVERY, THOMAS LYLE)
(DIRECTOR INFRASTRUCTURE, RACHAEL
GADD)

**C009/23 - PROVISION OF SPRAY SEALING AND ASSOCIATED SERVICES (PA
2609/0338) (cont'd)**

8.1 Project Funding

8.1.1 Sufficient funding for this contract is available in the 2026/27 capital works program.

8.1.2 Further financial assessment is in the attached confidential reports.

8.1.3 Budget impact:

No Impact (already included in approved budget)	Low Impact (less than \$20k variance to budget)	Medium Impact (between \$20k and \$100k variance to budget)	High Impact (greater than \$100k variance to budget)
✓	☐	☐	☐

9. Risk Appetite

Council's adopted Risk Appetite is 'Guarded'. Council will consider options and choose one that is safe, but also may maximise its ability to innovate, deliver strategic priorities and services, and care for the safety and wellbeing of staff, while also providing an acceptable level of reward and value for the community it serves and for local government.

The following risk tolerances have been predetermined by Council as part of the adopted Risk Appetite Statement and are relevant to the matter being considered by Council as part of this report.

Risk Category	Risk Category Description	Tolerance Rating
Health and Safety	We are committed to providing a safe workplace and physical environments for all staff, Administrators, contractors, visitors and the community	Highly Cautious
Trust & Reputation	We recognise the importance of protecting our reputation and advocating for the needs of our community and local economy. We understand that negative publicity or community reactions may occur where there is competing priorities and interests in the Community.	Cautious
Governance	We are committed to good governance and meeting legislated, regulatory and policy requirements and contractual obligations in a consistent and fair manner	Highly Cautious
Financial	We recognise that Council has a responsibility to ensure that we have sufficient resources now and into the future and that there are financial risks involved in delivering a wide range of services, programs and capital projects.	Cautious
Service Delivery	We recognise there may be levels of risk involved in delivering efficiencies, enhancing capabilities and providing services to our community	Conservative

FILE NO:
WELL PLANNED AND MAINTAINED PLACES
AND SPACES

ITEM NO: 8.4
(PROJECT MANAGER - INFRASTRUCTURE,
EDWARD THOMSON)
(MANAGER INFRASTRUCTURE PLANNING
AND DELIVERY, THOMAS LYLE)
(DIRECTOR INFRASTRUCTURE, RACHAEL
GADD)

**C009/23 - PROVISION OF SPRAY SEALING AND ASSOCIATED SERVICES (PA
2609/0338) (cont'd)**

Infrastructure	We are committed to continuous improvement in order to provide excellent infrastructure that provides benefits to our community.	Conservative
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The recommendation, if accepted, is consistent with the agreed risk tolerance.

10. Conclusion

After consideration of budget, funding arrangements, and specification requirements the evaluation panel recommends C009/23 – Provision of Spray Sealing and Associated Services be awarded to Fulton Hogan Industries Pty Ltd for the lump sum of \$1,728,755.19 ex GST.

The recommended tenderer, having submitted a competitive, conforming submission has been determined to be best value.

Attachments

- 1 Tender Evaluation Panel Summary - *Confidential*
- 2 Conflict of Interest Declaration - *Confidential*

FILE NO:
WELL PLANNED AND MAINTAINED PLACES
AND SPACES

ITEM NO: 8.5
(MANAGER OPERATIONS, TROY METZNER)
(DIRECTOR INFRASTRUCTURE, RACHAEL
GADD)

C005/26 - MAINTENANCE GRADING - PANEL

Recommendation

That Council:

1. Award the schedule of rates contract C005/26 – Maintenance Grading - Panel to the following suppliers for an initial term of 1 year, commencing on 1 September 2026 with an option to extend in single periods of 1 year for a maximum contract period of 3 years (1+1+1).
 - Lawrence Brothers Quarries Pty Ltd
 - Northern Grader Hire Pty Ltd
 - O'Loughlin Excavations Pty Ltd
2. Authorise the Chief Executive Officer to execute all contract documentation in accordance with the approved terms and conditions of the contract.
3. Note that payments for works completed will be made in accordance with the rates specified in Attachment 3 – Schedule of Rates (Confidential).
4. Note that the total Grade unsealed roads program expenditure will be determined through the Council approved annual works budget, which for the 2026/27 financial year is \$2,750.000.
5. Authorise the Chief Executive Officer to exercise contract extension options in accordance with the terms of the Contract, subject to satisfactory contractor performance and alignment with Council's budgetary objectives.
6. Authorise the Chief Executive Officer to award individual maintenance grading works to suppliers on the contracted panel over the life of the contract, provided that:
 - a. the awarded works are within the Council approved annual works budget for the relevant financial year: and
 - b. the engagement of the supplier demonstrates value for money for council.

1. Purpose

The purpose of this report is for Council to consider the award of Contract C005/26 – Maintenance Grading – Panel, a Schedule of Rates contract establishing a panel of pre-qualified suppliers to deliver routine and reactive maintenance grading services across the Moira Shire road network.

2. Background

Council maintains an extensive road network of 3,813 kms across the municipality, comprising a significant proportion of unsealed rural roads that require regular maintenance grading to ensure they remain safe and trafficable for the community, emergency services, and agricultural and freight operators.

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WELL PLANNED AND MAINTAINED PLACES
AND SPACES

ITEM NO: 8.5
(MANAGER OPERATIONS, TROY METZNER)
(DIRECTOR INFRASTRUCTURE, RACHAEL
GADD)

C005/26 - MAINTENANCE GRADING - PANEL (cont'd)

Maintenance grading is a critical and ongoing operational activity, particularly following periods of rainfall, seasonal variation, and high traffic loading. To meet service level obligations under the Road Management Plan, Council requires reliable, responsive, and competitively priced contractors capable of deploying resources across diverse geographic areas of the municipality on request.

The establishment of a pre-qualified supplier panel under a Schedule of Rates arrangement provides Council with the operational flexibility to engage multiple contractors based on geographic availability, workload demand, and best value principles, while maintaining competitiveness across the panel for the duration of the contract.

The existing arrangements for maintenance grading services have reached end of contract, necessitating the establishment of a new contract. Accordingly, a formal Request for Tender (RFT) was prepared and released to the market on 16 March 2026 and closed on 8 April 2026, in accordance with Council's *Procurement Policy* and the requirements of the *Local Government Act 2020*. The tender process attracted strong market interest, with 13 submissions received from contractors across the region. Following a rigorous evaluation process against both mandatory compliance and weighted qualitative and pricing criteria, the Tender Evaluation Panel is recommending that three suppliers are engaged on the maintenance grading panel.

3. Council Plan Alignment

Pillar Three Liveability - Well planned and maintained places and spaces.

4. Relevant Council Strategies, Plans and Policies

The following Council Strategies and Plans are relevant to this report:

- [Council Plan](#)
- [Annual Budget](#)
- [Public Road Register](#)
- [Road Management Plan](#)

The following Council Policies are relevant to this report:

- [Procurement Policy](#)

5. Relevant Legislation

- [Local Government Act 2020](#)
- [Local Government \(Moirā Shire Council\) Act 2023](#)
- [Road Management Act 2004](#)
- [Charter of Human Rights and Responsibilities Act 2006](#)

6. Procurement Summary

6.1 Tender Details

6.1.1 The contract is a Schedule of Rates contract.

6.1.2 The contract will be delivered in accordance with a bespoke Deed of Standing Offer Contract.

6.1.3 An RFT was released on 16 March 2026 and closed on 8 April 2026.

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ITEM NO: 8.5
(MANAGER OPERATIONS, TROY METZNER)
(DIRECTOR INFRASTRUCTURE, RACHAEL GADD)

C005/26 - MAINTENANCE GRADING - PANEL (cont'd)

6.1.4 This resulted in 13 suppliers submitting a formal response. Submissions were received from:

- Auswide Earthmoving & Civil Pty Ltd
- B & T Butler Excavations Pty Ltd
- Earthworks Civil & Construction Pty Ltd
- JMM Earthmoving & Construction Pty Ltd
- Lawrence Brothers Quarries Pty Ltd
- Murray Valley Sand & Civil Pty Ltd
- Northern Grader Hire Pty Ltd
- O'Loughlin Excavations Pty Ltd
- Precision Grading Pty Ltd
- RE Civil Pty Ltd
- SP & LA O'Brien Pty Ltd
- Katunga Earthworks Pty Ltd

6.2 Non-conforming tenders

One submission was deemed non-conforming. Details contained in the attached confidential report.

6.3 Evaluation Criteria

The following criteria and weightings were used to evaluate conforming submissions.

Mandatory Compliance Criteria	Weighting
Compliance with Tender	Pass / Fail
Insurance	Pass / Fail
Weighted Evaluation Criteria	Weighting
Price	30%
Track Record	10%
Delivery Timeframes	5%
Compliance with Specification	35%
Plant Assessor Risk Assessment	5%
Environmental Sustainability	5%
Contribution to Local Economy	10%
TOTAL	100.00%

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AND SPACES

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(MANAGER OPERATIONS, TROY METZNER)
(DIRECTOR INFRASTRUCTURE, RACHAEL
GADD)

C005/26 - MAINTENANCE GRADING - PANEL (cont'd)

6.4 Tender Evaluation Process

- 6.4.1 The Procurement Coordinator facilitated the tender process and moderated the evaluation.
- 6.4.2 The Procurement Coordinator completed a compliance check against the mandatory compliance criteria for all submissions received.
- 6.4.3 Only compliant tenders advanced to the evaluation stage, while those identified as non-compliant were excluded from further evaluation. Any instances of non-compliance are explained in the confidential attachment.
- 6.4.4 A moderation meeting was held, and the evaluation panel members were consulted to address any discrepancies in scores and confirm that the final decision was based on objective and transparent criteria. As a result, the integrity of the procurement process was upheld, and the most suitable tenderer was selected.
- 6.4.5 An independent probity advisor was engaged to provide a report on the tender evaluation process. The adviser reviewed all relevant documentation and processes and was satisfied that the evaluation was conducted fairly, consistently and in accordance with the stated criteria. A copy of the final report is contained in the confidential attachments.

6.5 Tender Evaluation Panel

- 6.5.1 The tender evaluation panel (TEP) consisted of:

Officer	Directorate	Role
Coordinator Works and Services	Infrastructure	Chairperson, Scoring Member
Team Leader Roads, Nathalia	Infrastructure	Scoring Member
Team Leader Roads, Tungamah	Infrastructure	Scoring Member
Procurement Coordinator	Finance	Moderator

6.6 Assessment of Request for Tender

The Tender Evaluation Panel conducted a comprehensive assessment of all 12 conforming submissions received for Contract C005/26 – Maintenance Grading – Panel. Each submission was evaluated against the published criteria, with a strong emphasis on value for money, demonstrated capability, geographic coverage across the municipality, and alignment with Council's operational requirements.

Following the evaluation process, three tenderers were identified as the preferred panel members: Lawrence Brothers Quarries Pty Ltd, Northern Grader Hire Pty Ltd (trading as NGH Earthmoving), and O'Loughlin Excavations Pty Ltd (trading as Olex Civil). Each of the recommended tenderers scored competitively across the weighted criteria, demonstrating strong capability in terms of skills, resources, track record, and a clear understanding of the operational and logistical requirements of the contract.

The Tender Evaluation Panel was satisfied that all three recommended suppliers have the capacity, experience, and local knowledge required to deliver maintenance grading services reliably and in accordance with Council's expectations. Each supplier has previously undertaken

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WELL PLANNED AND MAINTAINED PLACES
AND SPACES

ITEM NO: 8.5
(MANAGER OPERATIONS, TROY METZNER)
(DIRECTOR INFRASTRUCTURE, RACHAEL
GADD)

C005/26 - MAINTENANCE GRADING - PANEL (cont'd)

similar works for local government and/or comparable clients and provided strong references and evidence of past performance.

Panel Size Rationale

A panel of three suppliers was determined to be the optimal size for this contract. This configuration ensures sufficient geographic coverage across Moira Shire's 4,045 km² municipality, provides operational redundancy in the event that a contractor is unavailable or at capacity, and maintains effective competitive tension for work allocation throughout the contract term. A panel of two would not have provided adequate geographic reach or operational resilience; a larger panel was not considered necessary given the scale and nature of the maintenance grading program.

The panel recommends awarding Contract C005/26 – Maintenance Grading – Panel to the three identified suppliers for an initial term of one (1) year, commencing 1 September 2026, with the option to extend annually for a maximum contract period of three (3) years in total (1+1+1), subject to satisfactory performance and budget availability. Full details of the evaluation scores and pricing are contained in the attached confidential report.

7. Community and Stakeholder Consultation

This procurement relates to the delivery of routine road maintenance services in accordance with Council's existing Road Management Plan obligations. The procurement was conducted through a competitive open tender process in accordance with Council's *Procurement Policy*. No formal community consultation was required or conducted for this contract award, as the services represent a continuation of existing operational activities delivered under previous contractual arrangements.

8. Environmental sustainability

Environmental sustainability was included as a weighted evaluation criterion (5% weighting) in the tender assessment. Each tendering supplier was required to demonstrate their approach to minimising environmental impacts during maintenance grading operations. The three recommended suppliers provided satisfactory responses, outlining their environmental management practices including management of dust, erosion, and sediment runoff during and following grading operations. Compliance with all applicable environmental obligations will be a condition of engagement under the Deed of Standing Offer, and performance against these obligations will be monitored throughout the contract term.

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AND SPACES**

ITEM NO: 8.5
(MANAGER OPERATIONS, TROY METZNER)
(DIRECTOR INFRASTRUCTURE, RACHAEL GADD)

C005/26 - MAINTENANCE GRADING - PANEL (cont'd)

9. Conflict of Interest Declaration

- 9.1 The process described in this report is in accordance with Council's *Procurement Policy* and the relevant provisions of the *Local Government Act 2020*, including *section 108 (Procurement Policy)*, *section 109 (Procurement)*, *section 130 (Public transparency)*, and *section 139 (Conflicts of interest for Council staff)*.
- 9.2 This report has been prepared on behalf of the officers of the Tender Evaluation Panel, and all officers have declared that they have no actual or perceived conflict of interest in evaluating the tender submissions or in determining the recommendations contained in this report.
- 9.3 This report has been assessed against the *Charter of Human Rights and Responsibilities Act 2006*. It is considered that the matters dealt with in this report do not raise any human rights issues.

10. Financial Considerations

The approved Council budget allocation for maintenance grading services is \$2,750,000 in the 2026/27 Operational Budget. The estimated total contract value over the maximum three-year term (1+1+1) is \$8,250,000 with an estimated annual expenditure under this contract in the range of \$2,600,000 - \$2,750,000.

Individual contractor rates are contained in Attachment 2 Schedule of rates - confidential.

Financial impacts of this report are detailed below, should the recommendation be accepted by Council.

10.1 Project Funding

- 10.1.1 Sufficient funding for this contract is available in the 2026/27 operational budget.
- 10.1.2 Further financial assessment is in the attached confidential reports.
- 10.1.3 Budget impact:

No Impact (already included in approved budget)	Low Impact (less than \$20k variance to budget)	Medium Impact (between \$20k and \$100k variance to budget)	High Impact (greater than \$100k variance to budget)
x	☐	☐	☐

11. Risk Appetite

Council's adopted Risk Appetite is 'Guarded'. Council will consider options and choose one that is safe, but also may maximise its ability to innovate, deliver strategic priorities and services, and care for the safety and wellbeing of staff, while also providing an acceptable level of reward and value for the community it serves and for local government.

The following risk tolerances have been predetermined by Council as part of the adopted Risk Appetite Statement and are relevant to the matter being considered by Council as part of this report.

FILE NO:
**WELL PLANNED AND MAINTAINED PLACES
AND SPACES**

ITEM NO: 8.5
(MANAGER OPERATIONS, TROY METZNER)
(DIRECTOR INFRASTRUCTURE, RACHAEL GADD)

C005/26 - MAINTENANCE GRADING - PANEL (cont'd)

Risk Category	Risk Category Description	Tolerance Rating
Health and Safety	We are committed to providing a safe workplace and physical environments for all staff, Administrators, contractors, visitors and the community	Highly Cautious
Governance	We are committed to good governance and meeting legislated, regulatory and policy requirements and contractual obligations in a consistent and fair manner	Highly Cautious
Financial	We recognise that Council has a responsibility to ensure that we have sufficient resources now and into the future and that there are financial risks involved in delivering a wide range of services, programs and capital projects.	Cautious
Service Delivery	We recognise there may be levels of risk involved in delivering efficiencies, enhancing capabilities and providing services to our community	Conservative
Infrastructure	We are committed to continuous improvement in order to provide excellent infrastructure that provides benefits to our community.	Conservative

The recommendation, if accepted, is consistent with the agreed risk tolerance.

12. Performance Management

Contractor performance will be monitored throughout the contract term by the Coordinator Works and Services in accordance with the performance management framework established under the Deed of Standing Offer. This will include assessment against key performance indicators relating to response times, quality of workmanship, compliance with safety obligations, and adherence to environmental management requirements.

Performance reviews will be conducted on a six-monthly basis, with outcomes recorded and formally considered as part of any decision to exercise contract extension options. The Conditions of Contract include provisions for managing underperformance, including notice and rectification processes.

13. Rise And Fall

The Schedule of Rates shall remain fixed for the initial term of the contract, providing certainty and consistency in pricing for both Council and the contractor during this period. For any subsequent terms, the Schedule of Rates will be subject to rise and fall adjustments, calculated in accordance with the methodology and provisions set out in the Conditions of Contract. This approach ensures that contract pricing remains fair and reflective of market conditions over the longer term, while protecting Council's financial interests by anchoring rates during the initial period of engagement.

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WELL PLANNED AND MAINTAINED PLACES
AND SPACES

ITEM NO: 8.5
(MANAGER OPERATIONS, TROY METZNER)
(DIRECTOR INFRASTRUCTURE, RACHAEL
GADD)

C005/26 - MAINTENANCE GRADING - PANEL (cont'd)

14. Conclusion

After consideration of budget, funding arrangements, and specification requirements the evaluation panel recommends contract C005/26 – Maintenance Grading – Panel be awarded to;

- Northern Grader Hire Pty Ltd
- Lawrence Brothers Quarries Pty Ltd
- O'Loughlin Excavations Pty Ltd

The recommended tenderers, having submitted a competitive, conforming submission have been determined to be best value.

Attachments

- 1 Tender Summary - *Confidential*
- 2 Tender Evaluation Panel Report - *Confidential*
- 3 Schedule of Rates - *Confidential*
- 4 Maintenance Grading Program 2026/27 - *Confidential*
- 5 Probity Report - *Confidential*

FILE NO:
**HEALTHY, SAFE, WELL SERVICED AND
CONNECTED COMMUNITIES**

ITEM NO: 8.6
**(COMMUNITY DEVELOPMENT OFFICER
RECOVERY, JESSICA FERNANDEZ)**
**(MANAGER COMMUNITY WELLBEING,
HOLLIE BARNES)**
**(DIRECTOR COMMUNITY, SCOTT
WILLIAMS)**

MOIRA SHIRE COUNCIL'S RECONCILIATION ACTION PLAN (cont'd)

ATTACHMENT No [1] - Moira Shire Council Reconciliation Action Plan

Officer Recommendation

That Council:

1. note that Reconciliation Australia has issued conditional endorsement of the Moira Shire Council Reflect Reconciliation Action Plan, included in Attachment 1, subject to minor essential amendments being incorporated into the final designed version; and
2. endorse and adopt the Moira Shire Council Reflect Reconciliation Action Plan (October 2026 – April 2028) as included in Attachment 1.

1. Purpose

The purpose of this report is to seek Council endorsement and adoption of Moira Shire Council's inaugural Reflect Reconciliation Action Plan (RAP) for the period October 2026 to April 2028.

The RAP provides a structured framework for Council to strengthen relationships with Aboriginal and Torres Strait Islander peoples while improving cultural capability, organisational practices and community outcomes.

The Reflect RAP has been developed in accordance with Reconciliation Australia's Reconciliation Action Plan Framework and represents a meaningful and practical commitment to building respectful relationships with Aboriginal and Torres Strait Islander Peoples, with particular focus on the Yorta Yorta Nation Aboriginal Corporation as the Traditional Owners of the lands within Moira Shire.

Adoption of the RAP fulfils a key major initiative within the Council Plan 2025–2029 (Community Pillar) to "*Develop and implement a Reconciliation Action Plan 2025–2027*".

2. Background

Reconciliation Action Plans are a nationally recognised framework developed by Reconciliation Australia to support organisations to take meaningful, practical and measurable actions to advance reconciliation. The RAP framework is structured around three pillars: Relationships, Respect, and Opportunities.

Reconciliation Australia has issued conditional endorsement of the Moira Shire Council Reflect RAP. The version of the Plan presented to Council as Attachment 1 reflects the content as conditionally endorsed by Reconciliation Australia, including all amendments required as part of that process.

FILE NO:
HEALTHY, SAFE, WELL SERVICED AND
CONNECTED COMMUNITIES

ITEM NO: 8.6
(COMMUNITY DEVELOPMENT OFFICER
RECOVERY, JESSICA FERNANDEZ)
(MANAGER COMMUNITY WELLBEING,
HOLLIE BARNES)
(DIRECTOR COMMUNITY, SCOTT
WILLIAMS)

MOIRA SHIRE COUNCIL'S RECONCILIATION ACTION PLAN (cont'd)

ATTACHMENT No [1] - Moira Shire Council Reconciliation Action Plan

While the Council Plan identifies the major initiative as the Reconciliation Action Plan 2025-2027, the timeframe of the RAP presented for adoption is October 2026- April 2028. This variation reflects the time required to complete the RAP development, registration and endorsement process with Reconciliation Australia. The revised dates ensure the implementation period commences following formal endorsement.

Following Council adoption, Community Development officers will submit the final document to Reconciliation Australia for formal endorsement prior to public launch. Once formally endorsed, the content of the RAP must not be altered for the duration of the plan unless approved by Reconciliation Australia.

Moira Shire Council is located entirely within the traditional Country of the Yorta Yorta Nation, whose eight clan groups have maintained deep cultural, spiritual and physical connections to the rivers, land and waterways of the region for tens of thousands of years. In 2021, 647 Moira Shire residents (2.1% of the population) identified as Aboriginal or Torres Strait Islander (ABS 2021).

Council's Reconciliation Journey

Moira Shire Council's commitment to reconciliation has been developing progressively:

- **2023** – Council registered with Reconciliation Australia to begin the RAP development process.
- **2024** – Relationship building commenced with the Yorta Yorta Nation (the Local Victorian Recognised Aboriginal Party); a draft Memorandum of Understanding (MOU) was developed; discussions were held with Greater Shepparton City Council and other councils with established RAPs; Terms of Reference for the RAP were developed.
- **2025** – The internal RAP Working Group convened for the first time in January 2025 and has met monthly throughout the year; Council adopted an Acknowledgement of Country; the Yorta Yorta Nation Aboriginal Corporation – Moira Shire MOU draft was finalised.

The internal RAP Working Group includes the CEO, two Directors, three Managers and four staff members drawn from multiple departments across the organisation.

The Reflect RAP

The Reflect RAP is the first level within Reconciliation Australia's RAP Framework, designed for organisations at the beginning of their reconciliation journey. It focuses on building the foundations; awareness, relationships and governance structures, that will underpin future, more advanced RAPs.

Moira Shire Council's Reflect RAP covers the period October 2026 to April 2028 and includes specific, measurable and time-bound actions across four areas:

- **Relationships** – Establishing and strengthening mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations,

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HEALTHY, SAFE, WELL SERVICED AND
CONNECTED COMMUNITIES

ITEM NO: 8.6
(COMMUNITY DEVELOPMENT OFFICER
RECOVERY, JESSICA FERNANDEZ)
(MANAGER COMMUNITY WELLBEING,
HOLLIE BARNES)
(DIRECTOR COMMUNITY, SCOTT
WILLIAMS)

MOIRA SHIRE COUNCIL'S RECONCILIATION ACTION PLAN (cont'd)

ATTACHMENT No [1] - Moira Shire Council Reconciliation Action Plan

including formalising the MOU with the Yorta Yorta Nation and promoting reconciliation through National Reconciliation Week activities.

- **Respect** – Increasing cultural understanding within the organisation, observing cultural protocols (including ensuring Aboriginal and Torres Strait Islander flags are present at Council and official meetings), and celebrating NAIDOC Week.
- **Opportunities** – Improving employment outcomes for Aboriginal and Torres Strait Islander peoples and increasing Aboriginal and Torres Strait Islander supplier diversity through revised procurement processes.
- **Governance** – Establishing and maintaining an effective RAP Working Group, defining systems to track and report on RAP commitments, and completing Reconciliation Australia's annual RAP Impact Survey.

Reconciliation Australia Conditional Endorsement

Reconciliation Australia has issued conditional endorsement of the Moira Shire Council Reflect RAP, subject to minor essential amendments being addressed in the final version. Conditional endorsement is issued on the understanding that the exact content, incorporating those amendments, will be reflected in the official designed version.

Following Council adoption, officers will upload the final designed version to Reconciliation Australia for formal endorsement.

Council has already demonstrated a strong foundation for reconciliation through existing activities, including:

- Hosting National Reconciliation Week events in collaboration with GV Libraries, including a school author reading by proud Yorta Yorta and Gundjitmara man Isaiah Firebrace.
- Supporting NAIDOC week events in Yarrawonga.
- Supporting Yorta Yorta's Dharnya Day celebrations in Barmah.
- Conducting on-Country Cultural Awareness Training at the Dharnya Centre in Barmah with 68 staff members.
- Established working relationships with the Yorta Yorta Nation, Rumbalara Cooperative, Kaiela Institute, Kaiela Arts, Shepparton Region Reconciliation Group, Greater Shepparton City Council, and Campaspe Shire Council.

The Reflect RAP builds on these foundations to embed reconciliation more deeply into Council's organisational culture, service delivery and community leadership.

FILE NO:
HEALTHY, SAFE, WELL SERVICED AND
CONNECTED COMMUNITIES

ITEM NO: 8.6
(COMMUNITY DEVELOPMENT OFFICER
RECOVERY, JESSICA FERNANDEZ)
(MANAGER COMMUNITY WELLBEING,
HOLLIE BARNES)
(DIRECTOR COMMUNITY, SCOTT
WILLIAMS)

MOIRA SHIRE COUNCIL'S RECONCILIATION ACTION PLAN (cont'd)

ATTACHMENT No [1] - Moira Shire Council Reconciliation Action Plan

3. Council Plan Alignment

Council Plan Pillar	Focus Area
Pillar One Community - Healthy, safe, well serviced and connected communities.	Develop and implement a Reconciliation Action Plan 2026-2028

4. Relevant Council Strategies, Plans and Policies

The following Council Strategies and Plans are relevant to this report:

- [Council Plan](#)
- [Annual Budget](#)
- [Gender Equality Action Plan 2021-2025](#)
- [Municipal Public Health and Wellbeing Plan 2025-2029](#)

5. Relevant Legislation

- [Local Government Act 2020](#)

6. Financial Considerations

The financial impacts of this report are detailed below, should the recommendation be accepted by Council.

BUDGET IMPACT	No Impact (already included in approved budget)	Low Impact (less than \$20k variance to budget)	Medium Impact (between \$20k and \$100k variance to budget)	High Impact (greater than \$100k variance to budget)
	☒	☐	☐	☐

The implementation of the Moira Shire Council Reflect Reconciliation Action Plan has been provided for within Council's approved budget. No additional or unbudgeted expenditure is required when adopting this Plan. This is an ongoing initiative that will be managed within existing approved budgets for the duration of the Plan.

7. Resource Considerations

The resource impacts of this report are detailed below, which provide an indication of resource hours required to implement the decision, should the recommendation be accepted by Council.

RESOURCE IMPACT	No Impact	Low Impact	Medium Impact	High Impact
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CONNECTED COMMUNITIES**

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RECOVERY, JESSICA FERNANDEZ)**
**(MANAGER COMMUNITY WELLBEING,
HOLLIE BARNES)**
**(DIRECTOR COMMUNITY, SCOTT
WILLIAMS)**

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	(less than 2 hours)	(less than 20 hours)	(between 20 and 100 hours)	(greater than 100 hours)
	☐	☐	☒	☐

8. Risk Appetite

Moira Shire Council's adopted Risk Appetite is 'Guarded'. Council will consider options and choose one that is safe, but also may maximise its ability to innovate, deliver strategic priorities and services, and care for the safety and wellbeing of staff, while also providing an acceptable level of reward and value for the community it serves and for local government.

The following risk tolerances have been predetermined by Council as part of the adopted Risk Appetite Statement and are relevant to the matter being considered by Council as part of this report.

Risk Category	Risk Category Description	Tolerance Rating
Trust & Reputation	We recognise the importance of protecting our reputation and advocating for the needs of our community and local economy. We understand that negative publicity or community reactions may occur where there are competing priorities and interests in the community.	Cautious
Governance	We are committed to good governance and meeting legislated, regulatory and policy requirements and contractual obligations in a consistent and fair manner.	Highly Cautious
Service Delivery	We recognise there may be levels of risk involved to deliver efficiencies, enhance capabilities and provide services to our community.	Conservative

The recommendation, if accepted, is consistent with the agreed risk tolerance.

9. Community Engagement

The IAP2 level for Council's decision on the RAP is Inform. However, development of the RAP involved ongoing consultation and collaboration with Yorta Yorta Nation Aboriginal Corporation as the primary stakeholder and Traditional Owner group. Council conducted community engagement with Yorta Yorta Nation during the development of the Reflect Reconciliation Action Plan. This engagement was central to ensuring the Plan reflects meaningful and respectful relationships with the Traditional Owners of Moira Shire.

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We will inform the community of our decision. We will do this by including information on the Council website, Council social media, and Community Newsletter.

10. Advisory Committees

In accordance with Council's commitment to ensuring decision making is informed by diverse community views, the applicability of consultation with the Moira Youth Council and the All-Abilities Advisory Committee was considered during the development of this Plan.

As the Reflect Reconciliation Action Plan is specifically focused on building relationships with, and improving outcomes for, Aboriginal and Torres Strait Islander Peoples, consultation was directed to the Yorta Yorta Nation as the Traditional Owners of Moira Shire and the primary stakeholder group for this Plan. Broader advisory committee consultation will be considered during the implementation phase and in the development of future RAPs.

11. Gender Impact Assessment

The Reflect Reconciliation Action Plan, developed in accordance with Reconciliation Australia's RAP Framework, embeds principles of equity, inclusion and opportunity for Aboriginal and Torres Strait Islander Peoples throughout its actions.

Under the Gender Equality Act 2020, Council is required to undertake a Gender Impact Assessment (GIA) for any policy, program or service that has a direct and significant impact on the public. The RAP itself is an overarching framework for action rather than a discrete program or service delivered to the public and therefore does not require a GIA at this stage. However, individual community-facing programs and services developed while implementing this Plan — particularly those involving direct engagement with or service delivery to the community — will each be assessed as they are designed, in accordance with Council's obligations under the Act.

Council is committed to ensuring that implementation is equitable and inclusive, recognising that Aboriginal and Torres Strait Islander women, men and gender-diverse people may experience programs and services differently.

12. Conflict of Interest Declaration

The author of this report and officers associated with its development have no conflicts of interest to declare in the matter being considered.

Attachments

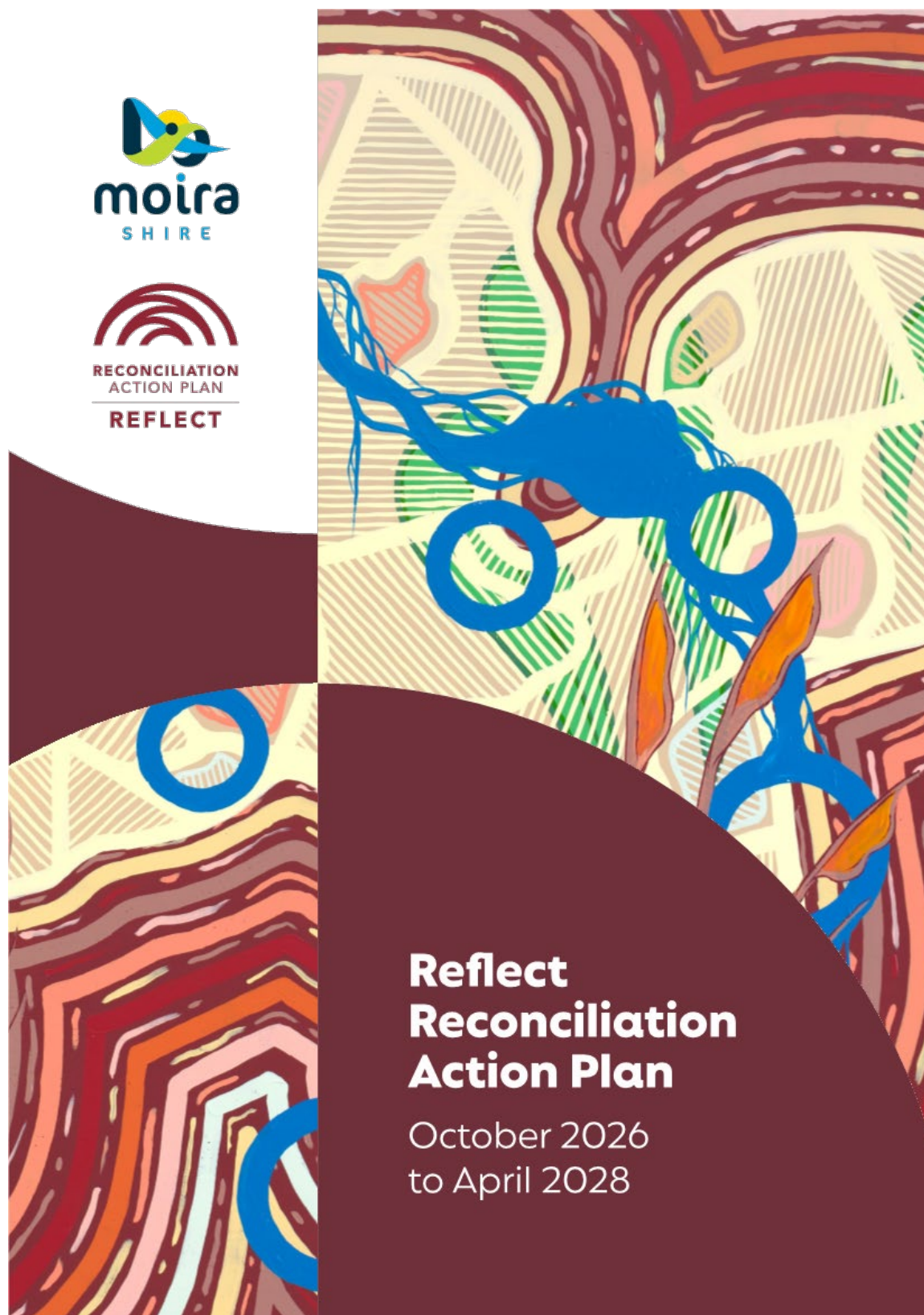
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Artwork by
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Acknowledgement of Traditional Owners

Moira Shire Council acknowledges the Yorta Yorta Nation as the Traditional Owners of this land. We recognise the deep spiritual connection to land, waterways and community of the eight clan groups of Yorta Yorta Nation.

We pay our respects to Elders past and present and extend that respect to all Aboriginal and Torres Strait Islander Peoples.

Incorporated under the *Commonwealth Corporations (Aboriginal and Torres Strait Islander) Act 2006*. Yorta Yorta Nations Aboriginal Corporation was established to represent the descendants of the Yorta Yorta People; make decisions and act on any significant matters on their behalf; and to enter into agreements with any person, government agency or authority in relation to the betterment of Yorta Yorta People and protection of Yorta Yorta Country and interests.

Yorta Yorta Country extends across North East Victoria and Southern NSW on both sides of the Murray River (*Dhungala*). Radiating North, South, East and West from its junctions with the Goulburn River (*Kiaella*) and the Campaspe River (*Yakoa*). This land includes the townships of Echuca-Moama, Shepparton-Mooroopna, Finley, Cobram-Barooga, Numurkah, Nathalia, Barmah, Yarrawonga-Mulwala, Corowa and Deniliquin. The majority of the towns have Yorta Yorta language names.

Aboriginal and Torres Strait Islander peoples in Moira Shire have maintained strong cultural identities. Today, Moira Shire has many places and features that have significant Aboriginal and Torres Strait Islander heritages. Historically, the Municipality was included in the Yorta Yorta Nation footprint with the eight clans (16 family groups) including: Bangarang, Kailtheban, Wollithiga, Moira, Ulupna, Kwat Kwat, Yalaba Yalaba and Ngurai-illiam-wurrung. All clans spoke the Yorta Yorta language or a similar dialect.

—

Taken from Yorta Yorta Nation Aboriginal Corporation and Moira Shire Council Memorandum of Understanding (MOU)

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Artist Biography Troy Firebrace

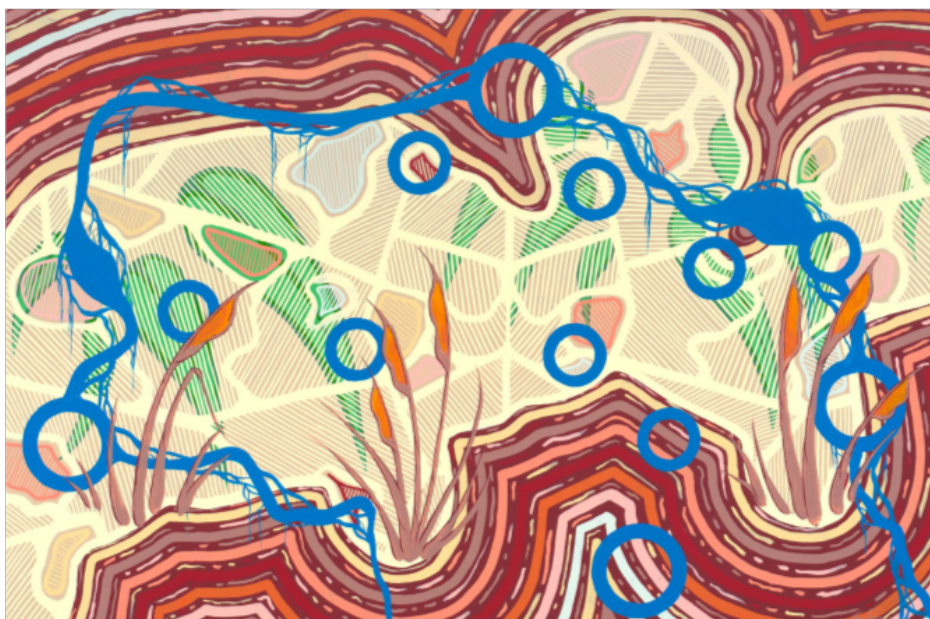


Troy Firebrace is a proud Yorta Yorta and Dja Dja Wurrung man with a passion for sharing knowledge, championing unity and reconciliation. With each paint stroke, each conversation and each viewing of his work, he invites us on a journey to connect with Country, culture and each other.

A high level of detail is achieved through repetitive line-work that often reflects the contours of Country and the waterways that intersect. The creation of this artwork requires Troy to enter a meditative space of which he hopes the audience can also step into while viewing the artwork.

Current Professional Roles:

- Indigenous Lecturer, School of Education, La Trobe University
- Director of Firebrace Designs Pty Ltd
- Dja Dja Wurrung Cultural Heritage Team Member, Ceremonies



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Statement from CEO of Reconciliation Australia



Inaugural Reflect RAP

Reconciliation Australia welcomes Moira Shire Council to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

Moira Shire Council joins a network of more than 3,000 corporate, government, and not-for-profit organisations that have made a formal commitment to reconciliation through the RAP program.

Since 2006, RAPs have provided a framework for Moira Shire Councils to leverage their structures and diverse spheres of influence to support the national reconciliation movement. The program's potential for impact is greater than ever, with over 5.5 million people now working or studying in an organisation with a RAP.

The four RAP types— Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously develop and strengthen reconciliation commitments in new ways. This Reflect RAP will lay the foundations, priming the workplace for future RAPs and reconciliation initiatives.

The RAP program's strength is its framework of relationships, respect, and opportunities, allowing an organisation to strategically set its reconciliation commitments in line with its own business objectives, for the most effective outcomes.

These outcomes contribute towards the five dimensions of reconciliation: race relations; equality and equity; institutional integrity; unity; and historical acceptance.

It is critical to not only uphold all five dimensions of reconciliation, but also increase awareness of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and leadership across all sectors of Australian society.

This Reflect RAP enables Moira Shire Council to deepen its understanding of its sphere of influence and the unique contribution it can make to lead progress across the five dimensions. Getting these first steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations Moira Shire Council, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.

Karen Mundine
Chief Executive Officer
Reconciliation Australia

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Chair Administrator Message



I am pleased to present Moira Shire Council's inaugural Reflect Reconciliation Action Plan — a significant step in acknowledging the enduring connection of the Yorta Yorta Nation peoples to this land.

For tens of thousands of years, the Yorta Yorta Nation peoples have cared for the rivers, forests and landscapes that define our region. Their deep knowledge, culture and strength continue to shape the identity of Moira Shire.

Council's Reflect Reconciliation Action Plan marks an important milestone in our shared journey toward truth, healing and a more inclusive future. Reconciliation isn't a one-off statement or action it's a long-term commitment that calls for honesty, listening and meaningful change.

This plan is a starting point. It sets the foundation for stronger relationships with First Nations communities, greater cultural understanding, and a commitment to walking alongside the Yorta Yorta Nation peoples as equal partners. It invites us all to reflect on how we can contribute to reconciliation in our everyday lives.

We know reconciliation must be grounded in action. That's why this plan includes clear, practical steps to strengthen relationships, build respect and create real opportunities. It also encourages us to reflect on how we work, and how we can embed reconciliation and self-determination into the core of our organisation and the life of our community.

Council is committed to putting these principles into practice in the decisions we make, the services we deliver, and the spaces we shape so that Aboriginal and Torres Strait Islander voices are heard, respected and celebrated.

Reconciliation is an ongoing journey. This plan helps guide our path, and I look forward to the steps we'll take together.

Dr Graeme Emonson PSM
Chair Administrator
Moira Shire Council

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CEO Statement of Support



I am proud to present Moira Shire Council's inaugural Reconciliation Action Plan (RAP) developed in accordance with the Reconciliation Australia's Framework as a Reflect RAP.

This is a significant and necessary step towards creating a fairer future for First Nations people within our community.

This plan reflects our commitments at laying the strong foundations for us to build upon as we support a reconciliation journey both internally within the organisation and externally within the community.

While matters relating to reconciliation, truth-telling and self-determination can be complex and will require broader societal change in the longer term, this plan outlines practical steps that will guide Council's initial actions on this journey, from strengthening partnerships to embedding the spirit of reconciliation into our workplace culture and service delivery.

It embodies actions that intend to build awareness and knowledge, foster respectful and meaningful relationships and to create a deeper understanding of First Nations peoples within our community.

I thank the members of the internal Reconciliation Action Plan Working Group for their commitment in recent months as we worked through the detail of this plan and Reconciliation Australia's recommendations.

Reconciliation is everyone's responsibility, and I look forward to seeing how collective and individual actions will combine to create positive and lasting change.

Matthew Morgan
Chief Executive Officer
Moira Shire Council

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Vision for Reconciliation

A Moira Shire where Aboriginal and Torres Strait Islander Peoples have equitable access, inclusion and opportunities and where Aboriginal and Torres Strait Islander Peoples' cultures are honoured and respected.

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Our Organisation

Moira Shire Council is a Victorian local government authority constituted under the Local Government Act with local governance, regulatory and service delivery obligations to the people of Moira Shire. Council's decision making and operations are supported by an organisation consisting of four directorates:

- Corporate Performance
- Community
- Infrastructure, and
- Sustainable Development

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

Our organisational values are:



Respect



Honesty



Accountability



Teamwork



Integrity

MOIRA SHIRE COUNCIL

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Council employs 269 staff over several workplaces across the Shire with two staff members who identify as First Nations people. The main office is in Cobram with a further administration presence in Yarrawonga. There are works depots in Cobram, Numurkah, Yarrawonga, Tungamah and Nathalia.

Moira Shire is strategically positioned on the Murray River, two and a half hours north of Melbourne and close to major regional centres. It covers an area of 4,045 square kilometres and is bounded by the Murray, Goulburn and Ovens rivers.

Moira Shire comprises the four main centres of Cobram, Nathalia, Numurkah and Yarrawonga, and 18 smaller towns. Moira Shire has several significant environmental assets such as the three river systems as well as the Barmah National Park.

This national park contains the world's largest red gum forest, which is an internationally listed Ramsar site.

Moira is home to a variety of agricultural industries including horticulture, cereal, oilseed, livestock, and dairy production.

Moira Shire Council's estimated population as of 2021 was 30,522.

In 2021, 647 community members identified as Aboriginal or Torres Strait Islander (2.1% of the population at the time).

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Background

Our Commitment to Reconciliation

Moira Shire Council developed a Reconciliation Action Plan to build and develop meaningful and collaborative relationships between Council and Aboriginal and Torres Strait Islander Peoples.

Council strives to provide leadership to the broader community through the acknowledgement and celebration of Aboriginal and Torres Strait Islander Peoples, cultures, and their significance to the land and our community as Australia's First Peoples.

The Reconciliation Action Plan is a capacity- building plan, by which Council can build its cultural competence and be a culturally safe place to work and live. The RAP builds on current activities and existing relationships to provide a basic framework for further learning, dialogue, and action.

The Reconciliation Action Plan underpins Councils commitment to work with communities of Aboriginal and Torres Strait Islander Peoples to demonstrate respect, build relationships and provide opportunities.

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Truth Telling

The term 'truth telling' is used as First Nations perspectives and experiences have been persistently excluded, misrepresented or ignored in many official accounts of Australia's History. Truth telling is about correcting those accounts.

Moira Shire Council recognises Yorta Yorta Nation Aboriginal Corporation as the Traditional Custodians of this ancient land, deeply connected to the river, Country and culture that have sustained First Nations Peoples for thousands of years. Living alongside the Dhungala, the bond shared by First Nations Peoples with the waters runs deeper than the riverbed itself. For generations, the river and land have been more than just geographical features, they have been a lifeline, a vital part of identity and a pathway for spiritual journey.

Archaeological evidence places the Aboriginal and Torres Strait Islander peoples presence on the Australian continent at least 65,000 years ago, making Aboriginal and Torres Strait cultures some of the world's oldest continuing cultures.

The Yoorrook Justice Commission was Victoria's and Australia's first formal truth telling inquiry into historic and ongoing systemic injustices perpetrated against First Nations People's. From ancient times First Nations Peoples had complex societies and cultures that ensured they survived and thrived, including through changing climates and environmental variables.

The Yoorrook Justice Commission provides insight into the significant and ongoing impacts of colonisation on First Nations people and culture.

"Colonisation brought irreparable damage to Aboriginal and Torres Strait Islander societies, communities and peoples. These vast harms include the introduction of diseases, devastating violence including massacres, displacement from and devastation of Country, confinement on missions and reserves and control over First Peoples lives, forced labour, separation of families, the Stolen Generations, and ongoing policies and practices that perpetuate systemic injustice.

The impacts of colonisation are not confined to history but are ongoing. For First Peoples, history lives in the present. The legacies and scars of colonisation continue to harm First Peoples today."

YOORROOK JUSTICE COMMISSION

It is important to recognise that across Victoria, the dominant narrative of history has been told by, and from, the perspective of colonists. These histories have been privileged over the histories and truths of First Nations people. History crafted by non-Indigenous peoples has been a further weapon of colonisation. Historical narratives have been crafted, truths have been omitted, fabrications have been inserted, and voices have been silenced.

This is why truth telling is vital to reconciliation and must form an important part of this plan.

Without acknowledging the wrongs of the past, we cannot create a better future.

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Our Reconciliation Action Plan

Moira Shire Council recognises the importance of fostering reconciliation and building stronger relationships with Aboriginal and Torres Strait Islander Peoples.

To demonstrate Council's commitment to reconciliation, Council has embarked on the development of a Reconciliation Action Plan (RAP).

While the RAP itself is critical, the journey and process in its creation also play a vital role in ensuring a culture of reconciliation and understanding.

The development of the RAP has involved consultation with Aboriginal and Torres Strait Islander Peoples, community stakeholders, and Council members. It is based on a comprehensive assessment of our current practices and includes specific, measurable, and time-bound actions to achieve our reconciliation goals.

Moira Shire Council has shown commitment to reconciliation by:

- Acknowledging and paying respect to Aboriginal and Torres Strait Islander Peoples as the Traditional Owners of the land.
- Actively supporting and promoting reconciliation and reconnection of all Aboriginal and Torres Strait Islander Peoples within the municipality.
- Respecting and celebrating Aboriginal and Torres Strait Islander traditions and customs.

Moira Shire has an internal RAP Working Group incorporating the CEO, two Executive Directors, three Managers and four staff members from multiple departments. The internal RAP Working Group meets monthly to discuss the implementation of actions and approve the reporting mechanism back to Reconciliation Australia.

The Moira Shire RAP Champion is the Director of Community.

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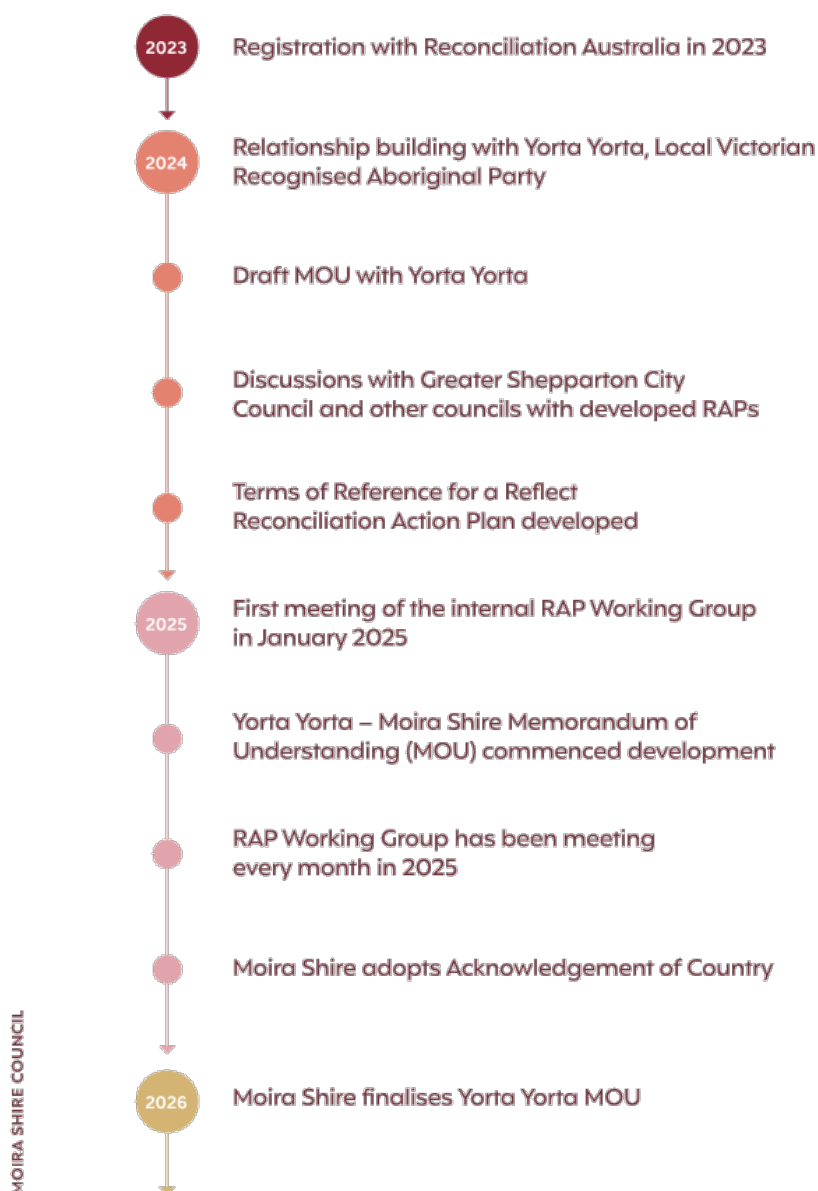
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Process undertaken to develop the Reconciliation Action Plan



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Partnerships and Initiatives

Moira Shire Council is committed to meaningful reconciliation by rebuilding relationships with Yorta Yorta people and ensuring that our initiatives are inclusive and accessible to all. We are working to make our grants more accessible, fostering opportunities for Aboriginal-led projects and community participation.

A key collaboration at Thompsons Beach Cobram, created in partnership with Yorta Yorta artists and Elders. The project features a Long Neck Turtle sculpture carrying a powerful message about water safety, recognising the rivers beauty and dangers. Yorta Yorta Elders contributed to a Welcome to Country, further embedding cultural significance into this shared place.

Through these projects and ongoing partnerships, we continue to learn from and work alongside the Yorta Yorta community, building a future of respect, inclusion and shared understanding.

Aboriginal and Torres Strait Peoples Partnerships

Over several years, Moira Shire has established working relationships with the following local organisations:

- Shepparton Region Reconciliation Group
- Yorta Yorta Nation
- Rumbalara Cooperative
- Kaiela Institute
- Kaiela Arts
- Greater Shepparton City Council
- Campaspe Shire Council

All relationships need to follow the principles of deep listening and respectful communication and will become more established.

Past and current activities at Moira Shire

National Reconciliation Week

Moira Shire acknowledges National Reconciliation week through a range of activities.

Along with GV Libraries, Moira Shire hosted proud Yorta Yorta and Gunditjmara man Isaiah Firebrace for an author reading of his book *Come Together, Things Every Aussie Kid Should Know* about the First People's. 15 schools within the local area were invited to join the reading at the library or via a livestream to participate and ask questions.

Native trees were also planted within Moira Shire during Reconciliation week.

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NAIDOC Week

NAIDOC Week activities have occurred in Moira Shire for many years.

Currently Moira Shire has been funding Walk Across the Bridge in Yarrawonga. Along with community groups in Yarrawonga, local schools and childcares attend the walk from a culturally significant place in NSW to Kennedy Park where several activities take place and end with a barbecue. Moira Shire has supported the event with staff assistance and provision of activities for students to do.

Dharmya Day

Moira Shire has supported Yorta Yorta's Dharmya Day celebrations in Barmah by attending the event, running an information stall, hosting activities for youth such as games and a craft activity.

On Country Training: Dharmya Centre Barmah

68 staff members participated in Cultural Awareness Training and expanded their cultural learning through on Country Training at the Dharmya Centre in Barmah.

The training included a guided history walk on Country and a Murray River tour aboard the Kingfisher boat. Staff also enjoyed a shared morning tea and lunch, adding to the relaxed and welcoming atmosphere.

Moira Shire Maternal and Child Health Services

Maternal and Child Health Nurses across the Moira Shire endeavour to create safe spaces for all communities. In relation to Aboriginal and Torres Strait Islander peoples, our Centres all display an Acknowledgment of Country Plaque, which is placed prominently within the centre. The plaque is surrounded by relevant First Nations support service posters, for example, Rumbalara, the Yorta Yorta Nation language application and annual events, such as NAIDOC Week.

Further to this, the MCH nurses place a flyer directing parents to the Yorta Yorta dictionary application in every new parent's Green "My Health, Learning and Development Record" book. Each centre has access to Aboriginal and Torres Strait Islander peoples' reading books to give to children at the age of two years and stickers for any child that would like one.

Council officers work closely with the Cummeragunja community to support health and wellbeing initiatives and community development activities. These include delivering key age and stage checks and facilitating group parenting programs.

FILE NO:
HEALTHY, SAFE, WELL SERVICED AND
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ITEM NO: 8.6
(COMMUNITY DEVELOPMENT OFFICER
RECOVERY, JESSICA FERNANDEZ)
(MANAGER COMMUNITY WELLBEING,
HOLLIE BARNES)
(DIRECTOR COMMUNITY, SCOTT
WILLIAMS)

MOIRA SHIRE COUNCIL'S RECONCILIATION ACTION PLAN (cont'd)

ATTACHMENT No [1] - Moira Shire Council Reconciliation Action Plan

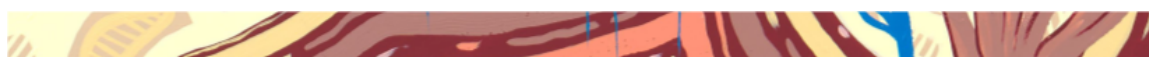


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MOIRA SHIRE COUNCIL'S RECONCILIATION ACTION PLAN (cont'd)

ATTACHMENT No [1] - Moira Shire Council Reconciliation Action Plan



Relationships



Action	Deliverable	Timeline	Responsibility
1 Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations	Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence	January 2027	Manager Community Wellbeing
	Establish a Memorandum of Understanding with Yorta Yorta Nations.	October 2026	CEO supported by Executive Team
	Review Memorandum of Understanding with Yorta Yorta Nations.	October 2027	CEO
	Commence a Work Collaboration with Yorta Yorta Nations.	November 2026	Director Community
	Commence regular engagement meetings with Aboriginal and Torres Strait organisations.	March 2027	Director Community
	Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	January 2027	Director Community
2 Build relationships through celebrating National Reconciliation Week (NRW)	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2027	Manager Community Wellbeing supported by Community Team
	Internal RAP Working Group members to participate in an external NRW event.	27 May - 3 June 2027	Manager Community Wellbeing
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May - 3 June 2027	CEO supported by Executive Team
3 Promote reconciliation through our sphere of influence	Communicate our commitment to reconciliation to all staff.	October 2026	CEO supported by Executive team
	Encourage staff to participate in the Moira Shire Reconciliation Action Plan Working Group.	October 2026	CEO supported by Executive Team
	Identify external stakeholders that our organization can engage with on our reconciliation journey.	February 2027	Director Community
	Identify organisations with a RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	February 2027	Director Community
4 Promote positive race relations through anti-discrimination strategies	Maintain a code of conduct that ensures working respectfully is understood and actioned when it comes to working with First Nations Peoples.	On-going	CEO
	Research best practice and policies in areas of race relations and anti-discrimination provisions, and future needs.	On-going	Manager People and Culture
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.		Manager People and Culture

MOIRA SHIRE COUNCIL

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MOIRA SHIRE COUNCIL'S RECONCILIATION ACTION PLAN (cont'd)

ATTACHMENT No [1] - Moira Shire Council Reconciliation Action Plan



Respect



Action	Deliverable	Timeline	Responsibility
5 Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning	Develop cultural awareness training of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights within our organisation.	November 2027	Manager People and Culture
	Incorporate a standard question into staff performance appraisals to identify individual cultural learning goals.	December 2027	Manager People and Culture
	Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.	November 2027	Manager Community Wellbeing
	Conduct a review of cultural learning needs within our organisation.	February 2028	Manager People and Culture
6 Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols	Ensure Aboriginal and Torres Strait Island flags are present at Council and official meetings.	November 2027	Manager Governance
	Investigate the inclusion of a third flagpole at the central office in Cobram, to include the Torres Strait Islander Flag.	July 2027	Manager Governance
	Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area through planned Cultural training on Country.	May 2027	Manager People and Culture
	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	December 2026	Manager Communications
7 Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week	Raise awareness and share information amongst our staff about the meaning of NAIDOC Week.	June 2027	Manager Community Wellbeing
	Introduce our staff to NAIDOC Week by promoting external events in our local area.	June 2027	Manager Community Wellbeing
	Internal RAP Working Group to participate in an external NAIDOC Week event.	July 2027	Manager Community Wellbeing

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MOIRA SHIRE COUNCIL'S RECONCILIATION ACTION PLAN (cont'd)

ATTACHMENT No [1] - Moira Shire Council Reconciliation Action Plan



Opportunities



Action	Deliverable	Timeline	Responsibility
8 Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development	Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.	April 2028	Manager People and Culture
	Investigate what cultural safety looks like at Moira Shire and ways to improve this.	March 2028	Manager People and Culture
	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	March 2028	Manager People and Culture
	Review Moira Shire's current procurement processes to develop a business case for procurement from Aboriginal and Torres Strait Islander businesses to inform future employment and professional development.	April 2028	Manager Finance
9 Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes	Investigate Supply Nation membership.	August 2027	Manager Finance
	Develop a list of Aboriginal and Torres Strait Islander Businesses that can be supported by Moira Shire.	August 2027	Manager Economic Development

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MOIRA SHIRE COUNCIL'S RECONCILIATION ACTION PLAN (cont'd)

ATTACHMENT No [1] - Moira Shire Council Reconciliation Action Plan



Governance



Action	Deliverable	Timeline	Responsibility	
10	Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP	Maintain a RWG to govern RAP implementation.	October 2026	Manager Community Wellbeing
		Develop and adopt a Terms of Reference for the RWG.	October 2026	Manager Community Wellbeing
		Establish Aboriginal and Torres Strait Islander representation on the RWG	January 2027	Manager Community Wellbeing
11	Provide appropriate support for effective implementation of RAP commitments	Ensure that the ongoing delivery of the RAP is a key responsibility of all Moira Shire staff members.	November 2026	Director Community
		Engage senior leaders in the delivery of RAP commitments.	October 2026	CEO
		Appoint a senior leader to champion our RAP internally.	October 2026	Director Community
		Define appropriate systems and capability to track, measure and report on RAP commitments.	October 2026	Manager Community Wellbeing
		Define resource needs for RAP implementation.	November 2026	Manager Community Wellbeing
12	Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally	Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss important RAP correspondence.	October 2026	Director Community
		Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	July Annually	Director Community
		Communicate our RAP progress to internal and external stakeholders	July Annually	CEO
13	Continue our reconciliation journey by developing our next RAP	Register via Reconciliation Australia's website to begin developing our next RAP.	January 2028	Manager Community Wellbeing

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MOIRA SHIRE COUNCIL'S RECONCILIATION ACTION PLAN (cont'd)

ATTACHMENT No [1] - Moira Shire Council Reconciliation Action Plan



Acknowledgments

Moira Shire would like to thank and acknowledge the assistance of the following organisations with the development of this Reconciliation Plan:

- Moira Shire Reconciliation Working Group
- Yorta Yorta Nations CEO and staff
- Greater Shepparton City Council
- Shepparton Region Reconciliation Group

Contact Us

Director Community

PO Box 578, Cobram VIC 3643
info@moira.vic.gov.au
(03) 5871 9222

CALL CENTRE OPEN HOURS

Monday to Friday
8:30am – 5.00pm

MEDIA ENQUIRIES

communications@moira.vic.gov.au

Cobram Service Centre

44 Station Street, Cobram

OPEN HOURS

Monday to Friday
9.00am – 4:30pm

Yarrawonga Service Centre

100 Belmore Street, Yarrawonga

OPEN HOURS

Monday to Friday
9.00am – 4:30pm

Closed daily

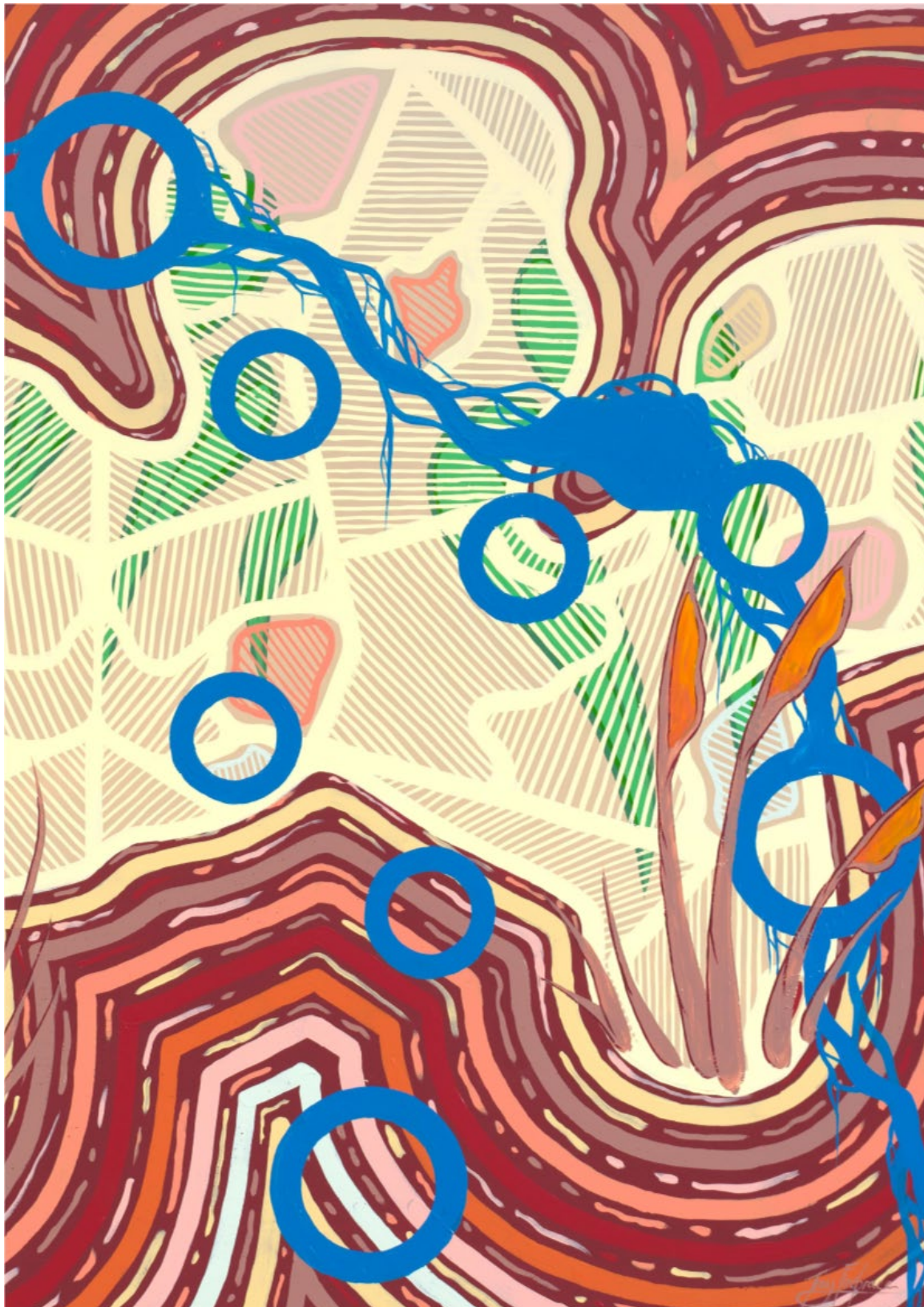
12.00pm – 1.00pm

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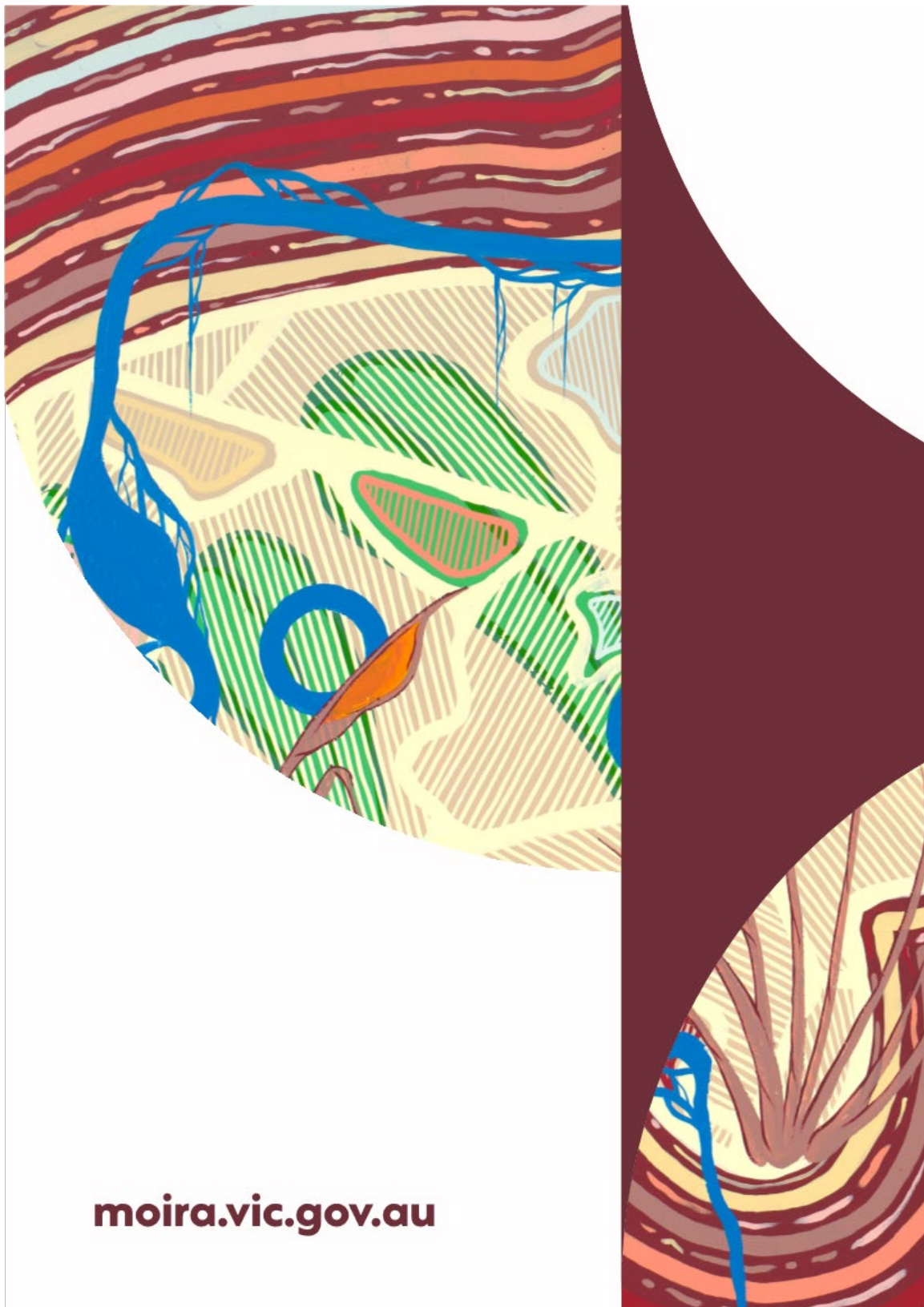


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MOIRA SHIRE COUNCIL'S RECONCILIATION ACTION PLAN (cont'd)

ATTACHMENT No [1] - Moira Shire Council Reconciliation Action Plan



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FILE NO:
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**(DIRECTOR COMMUNITY, SCOTT
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MEMORANDUM OF UNDERSTANDING: MOIRA SHIRE COUNCIL AND YORTA YORTA NATION ABORIGINAL CORPORATION

Officer Recommendation

That Council:

1. endorse the Memorandum of Understanding between Moira Shire Council and Yorta Yorta Nation Aboriginal Corporation (YYNAC), as included in Attachment 1; and
2. authorise the Chief Executive Officer of Moira Shire Council, or a delegate of the Chief Executive Officer, to execute the Memorandum of Understanding on behalf of Council.

1. Purpose

The purpose of this report is for Council to consider endorsing the Memorandum of Understanding (MOU) between Moira Shire Council and Yorta Yorta Nation Aboriginal Corporation (YYNAC), and to authorise the Chief Executive Officer of Council to sign the document together with the Chief Executive Officer of YYNAC.

The MOU formalises the commitment of both parties to build a meaningful and enduring partnership that supports reconciliation and improves outcomes for Aboriginal and Torres Strait Islander peoples within the Moira Shire community.

2. Background

The Yorta Yorta Nation Aboriginal Corporation (YYNAC) is incorporated under the Commonwealth Corporations (Aboriginal and Torres Strait Islander) Act 2006 and represents the descendants of the Yorta Yorta People. YYNAC holds Registered Aboriginal Party (RAP) status, granted by the Victorian Government in 2007, which empowers YYNAC to manage and protect cultural heritage values within its RAP region under the Aboriginal Heritage Act 2006 (Vic). Yorta Yorta Country spans North East Victoria and Southern New South Wales, encompassing the townships of Cobram, Numurkah, Nathalia, Yarrawonga, Barmah and surrounds. The majority of town names have Yorta Yorta language names.

Moira Shire Council has progressively been building its relationship with YYNAC as part of its commitment to reconciliation and meaningful engagement with the Traditional Owners of the land on which it operates. This includes the adoption of a formal Acknowledgement of Country recognizing the Yorta Yorta Nation, the development of Council's inaugural Reconciliation Action Plan 2026-2028, and the continuing collaboration with YYNAC.

The MOU has been developed collaboratively between Moira Shire Council and YYNAC and reflects a shared commitment to the principles of self-determination, cultural respect and partnership. It outlines the specific commitments and obligations of each party and establishes a framework for the ongoing management of the relationship.

The MOU will take effect from the date of signing and will remain in effect for a period of five (5) years. Annual progress reports will be prepared by each party, with formal reviews in years two and four.

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MEMORANDUM OF UNDERSTANDING: MOIRA SHIRE COUNCIL AND YORTA YORTA NATION ABORIGINAL CORPORATION (cont'd)

The MOU requires the Chief Executive Officers of both organisations to be the authorised signatories.

3. Council Plan Alignment

Council Plan Pillar	Focus Area
Pillar One Community - Healthy, safe, well serviced and connected communities.	Develop and implement a Reconciliation Action Plan 2026–2028

4. Relevant Council Strategies, Plans and Policies

The following Council Strategies and Plans are relevant to this report:

- [Council Plan](#)
- [Annual Budget](#)
- [Gender Equality Action Plan 2021-2025](#)
- [Municipal Public Health and Wellbeing Plan 2025-2029](#)

The following Council Policies are relevant to this report:

- [Community Engagement Policy](#)
- [Governance Framework](#)

5. Relevant Legislation

- [Local Government Act 2020](#)
- [Local Government \(Moira Shire Council\) Act 2023](#)
- [Aboriginal Heritage Act 2006 \(Vic\)](#)
- [Commonwealth Corporations \(Aboriginal and Torres Strait Islander\) Act 2006](#)

6. Financial Considerations

The financial impacts of this report are detailed below, should the recommendation be accepted by Council.

BUDGET IMPACT	No Impact (already included in approved budget)	Low Impact (less than \$20k variance to budget)	Medium Impact (between \$20k and \$100k variance to budget)	High Impact (greater than \$100k variance to budget)
	☒	☐	☐	☐

There are no direct financial implications for Council arising from the endorsement of this MOU.

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**MEMORANDUM OF UNDERSTANDING: MOIRA SHIRE COUNCIL AND YORTA
YORTA NATION ABORIGINAL CORPORATION (cont'd)**

7. Resource Considerations

The resource impacts of this report are detailed below, which provide an indication of resource hours required to implement the decision, should the recommendation be accepted by Council.

RESOURCE IMPACT	No Impact (less than 2 hours)	Low Impact (less than 20 hours)	Medium Impact (between 20 and 100 hours)	High Impact (greater than 100 hours)
	☐	☒	☐	☐

8. Risk Appetite

Moira Shire Council's adopted Risk Appetite is 'Guarded'. Council will consider options and choose one that is safe, but also may maximise its ability to innovate, deliver strategic priorities and services, and care for the safety and wellbeing of staff, while also providing an acceptable level of reward and value for the community it serves and for local government.

The following risk tolerances have been predetermined by Council as part of the adopted Risk Appetite Statement and are relevant to the matter being considered by Council as part of this report.

Risk Category	Risk Category Description	Tolerance Rating
Trust & Reputation	We recognise the importance of protecting our reputation and advocating for the needs of our community and local economy. We understand that negative publicity or community reactions may occur where there are competing priorities and interests in the community. Failure to formalise the partnership may present reputational and relationship risks and limit Council's ability to achieve its reconciliation commitments.MOU	Cautious
Governance	We are committed to good governance and meeting legislated, regulatory and policy requirements and contractual obligations in a consistent and fair manner.	Highly Cautious
Service Delivery	We recognise there may be levels of risk involved to deliver efficiencies, enhance capabilities and provide services to our community.	Conservative

The recommendation, if accepted, is consistent with the agreed risk tolerance.

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**MEMORANDUM OF UNDERSTANDING: MOIRA SHIRE COUNCIL AND YORTA
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9. Community Engagement

Community Engagement is not applicable. The MOU is a bilateral agreement between Moira Shire Council and YYNAC as the Registered Aboriginal Party and representative body for the Yorta Yorta People. The commitment to community engagement is embedded within the MOU itself and will be actioned through the implementation of the Reconciliation Action Plan.

10. Advisory Committees

Consultation with the Moira Youth Council and the All-Abilities Advisory Committee has not been undertaken in relation to this report. The MOU is a formal bilateral partnership agreement between Moira Shire Council and the Yorta Yorta Nation Aboriginal Corporation (YYNAC) as the Registered Aboriginal Party and recognised representative body for the Yorta Yorta People. The development of the MOU has been conducted through direct engagement between the two organisations, reflecting the unique and legislatively recognised status of YYNAC as the Traditional Owners of Yorta Yorta Country.

As the MOU does not constitute a Council policy, strategy or service that has a broad or direct impact on the general public, and given that the subject matter relates specifically to the formalisation of a partnership with a First Nations representative organisation, consultation with the Youth Council and All Abilities Advisory Committee is not applicable to this report.

11. Gender Impact Assessment

In accordance with the *Gender Equality Act 2020* any policies, programs and services that have a direct and significant impact on the public are required to undergo a Gender Impact Assessment. An assessment is not required for this MOU.

12. Conflict of Interest Declaration

The author of this report and officers associated with its development have no conflicts of interest to declare in the matter being considered.

Attachments

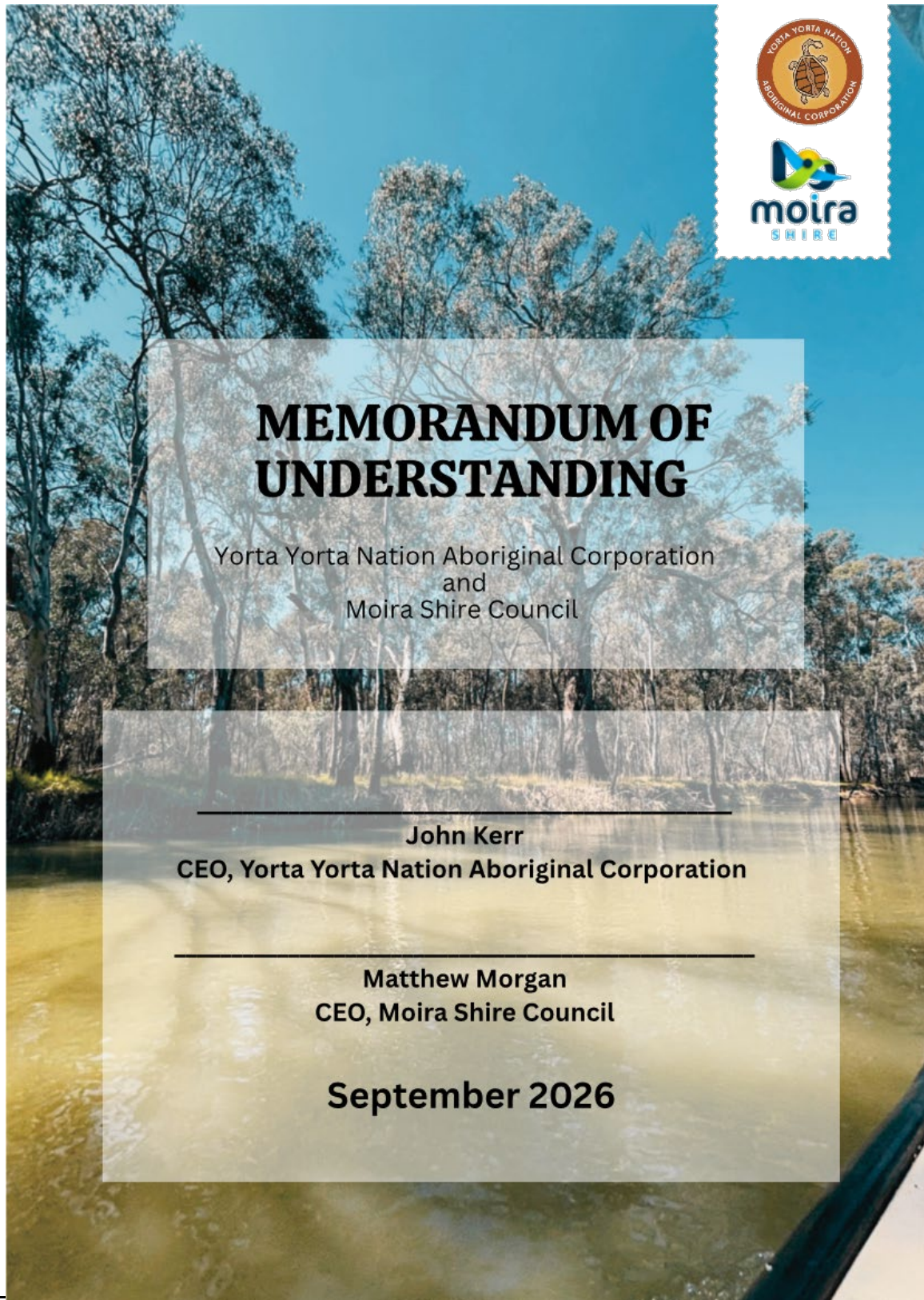
1 Moira Shire Council and Yorta Yorta - MOU

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**MEMORANDUM OF UNDERSTANDING: MOIRA SHIRE COUNCIL AND
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ATTACHMENT No [1] - Moira Shire Council and Yorta Yorta - MOU



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**MEMORANDUM OF UNDERSTANDING: MOIRA SHIRE COUNCIL AND
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ATTACHMENT No [1] - Moira Shire Council and Yorta Yorta - MOU



Purpose

The purpose of this MOU is to record the agreement of the parties and their understanding of their respective commitments and obligations.

This MOU will not only develop and nurture a deeper understanding of Yorta Yorta Peoples heritage and culture but foster a genuine feeling of valued involvement and acknowledged expertise and knowledge of Country.



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**MEMORANDUM OF UNDERSTANDING: MOIRA SHIRE COUNCIL AND
YORTA YORTA NATION ABORIGINAL CORPORATION (cont'd)**

ATTACHMENT No [1] - Moira Shire Council and Yorta Yorta - MOU



The Partners

Yorta Yorta Nation Aboriginal Corporation

Incorporated under the Commonwealth Corporations (Aboriginal and Torres Strait Islander) Act 2006. Yorta Yorta Nations Aboriginal Corporation was established to represent descendants of the Yorta Yorta People; make decisions and act on any significant matters on their behalf; and to enter into agreements with any person, government agency or authority in relation to the betterment of Yorta Yorta People and protection of Yort Yorta Country and interests.

Yorta Yorta Country extends across North East Victoria and Southern NSW on both side of the Murray River (Dhungala). Radiating North, South, East and West from its junctions with the Goulburn River (Kiaella) and Campaspe River (Yakoa). This land includes the townships of Echuca-Moama, Shepparton-Mooroopna, Finley, Cobram-Barooga, Numurkah – Nathalia, Barmah, Yarrawonga – Mulwala, Corowa and Deniliquin. The majority of the town names have Yorta Yorta language names.

YYNAC received Registered Aboriginal Parties (RAP) status in 2007 by the Victorian Government. This status empowers YYNAC to manage and protect cultural heritage values in general and the cultural heritage of the Yorta Yorta Nations, their traditional lands and RAP region in Victoria under the Victorian Aboriginal Heritage Act 2006. Under this Act YYNAC as a RAP has legislative responsibility to monitor onsite development, to review and advise on Cultural Heritage Management Plans (CHMP's) and to safeguard the cultural heritage of the Yorta Yorta People.



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ATTACHMENT No [1] - Moira Shire Council and Yorta Yorta - MOU



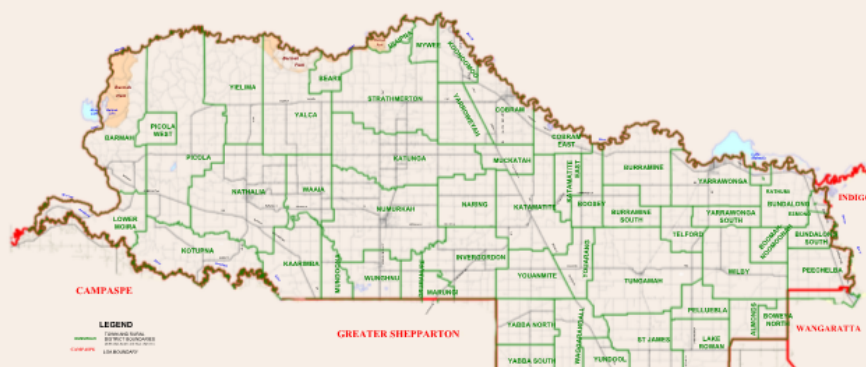
The Partners

Moira Shire Council

Moira Shire is positioned on the Murray River, two and a half hours north of Melbourne and close to major regional centres. It covers an area of 4,045 square kilometres and is bounded by the Murray, Goulburn and Ovens rivers. Moira Shire comprises the four main centres of Cobram, Nathalia, Numurkah and Yarrawonga, as well as 18 smaller towns and communities.

In 2021 census, the Shire's population was recoded as 30,522 and is projected to reach more than 32,000 by 2031. 2.1% of Moira Shires population is Aboriginal or Torres Strait Islander. Moira Shire has a diverse population with 12.5% speaking a language other than English

Moira Shire has several significant environmental assets such as the three river systems as well as the Barmah National Park. This national park contains the world's largest redgum forest, which is an internationally listed Ramsar site. These assets are significant for their biodiversity values and play a key role in the economy and liveability of the Shire. The Shire is home to a variety of agricultural industries including horticulture, cereal, oilseed, livestock, and dairy production. The top economic outputs from Moira Shire are Manufacturing, Agriculture and Construction. Tourism also contributes with around 712,000 visitors annually.



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**MEMORANDUM OF UNDERSTANDING: MOIRA SHIRE COUNCIL AND
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ATTACHMENT No [1] - Moira Shire Council and Yorta Yorta - MOU

Principles

This Memorandum of Understanding between YYNAC and Moira Shire Council is underpinned by agreed founding principles, which establish the basis for the mutual commitment between the parties and set the focus for the ongoing management of this Agreement. These principles are as follows:

- Aboriginal people are acknowledged as the First Peoples of this land
- The impact of colonisation brought immediate and ongoing massive change to the landscape and way of life of Aboriginal people; and a strong desire exists to improve this.
- Moira Shire will address the past and embrace the process of reconciliation
- A commitment to working with one another to support Aboriginal people's self-determination.
- There is respect, understanding and strong regard held for Aboriginal Cultural Heritage, traditions, customs, and beliefs.
- Improvements in Aboriginal participation, health and wellbeing outcomes will realise long term benefits for the Moira Shire community

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**MEMORANDUM OF UNDERSTANDING: MOIRA SHIRE COUNCIL AND
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ATTACHMENT No [1] - Moira Shire Council and Yorta Yorta - MOU

SPECIFIC ACKNOWLEDGEMENTS AND COMMITMENTS

Consistent with the Agreement's spirit and founding principles, YYNAC and Council each make the following specific acknowledgements and commitments to bring meaningful and practical effect to this Agreement.

Yorta Yorta Nation Aboriginal Corporation:

- Acknowledges and respects the ongoing interests and rights of all peoples in the Moira Shire
- Is committed to working with Council in developing the provision of accessible and appropriate local government services for the benefit of Aboriginal people and therefore the whole community
- Is committed to working together so that programs and services have a greater opportunity to create sustainable change
- Is committed to working with and educating Council on local Aboriginal Cultural Heritage matters and opportunities for improved Council practice
- Will act to comply with relevant legislation such as the Victorian Aboriginal Cultural Heritage Act 2006 including the United Nations Declaration on the Rights of Indigenous Peoples

Moira Shire Council:

- Acknowledges that Aboriginal people are the First People of these lands.
- Is committed to working with YYNAC and supporting the efforts of non-Aboriginal people in understanding Aboriginal culture and values.
- Will advocate for the rights and interests of Aboriginal people and promote the principles of reconciliation.
- Will take a leadership role in encouraging just, respectful, and enriched relations between Aboriginal and non-Aboriginal people in Moira Shire.
- Will promote Yorta Yorta Cultural Heritage in a way that is desired by and respectful to Yorta Yorta People.
- Is committed to working towards establishing a framework to support increased participation by Aboriginal people in Council decision-making.
- Commits to ensure the consideration of local Yorta Yorta matters as part of its review process for Council programs and services.
- Is committed to working together so that programs and services have a greater opportunity to create sustainable change.
- Will acknowledge Yorta Yorta as the Traditional Owners of the land and waters before each Council meeting and at civic receptions held on Yorta Yorta Country
- Will permanently fly the Aboriginal flag at each Council service centre situated within the RAP Area.
- Will consult Yorta Yorta on all matters relating to Cultural Heritage matters that council is instigating.
- Will act to comply with relevant legislation such as the Victorian Aboriginal Cultural Heritage Act 2006 including the United Nations Declaration on the Rights of Indigenous Peoples
- Will develop and implement a Reconciliation Action Plan with Actions around improved collaboration on projects, increased employment opportunities, procurement opportunities, and strategies to improve the recognition of Cultural Heritage and Cultural Identity for the wider Moira Shire community.
- Will employ a Community Development Officer (to assist in First Nations Engagement and the delivery of actions from the implementation of a Reconciliation Action Plan.
- Invite YYNAC to participate in delivering actions of Council's Reconciliation Action Plan and assist in co-design and collaborations between Council and YYNAC.

FILE NO:
**HEALTHY, SAFE, WELL SERVICED AND
CONNECTED COMMUNITIES.**

ITEM NO: 8.7
**(COMMUNITY DEVELOPMENT OFFICER
RECOVERY, JESSICA FERNANDEZ)**
**(MANAGER COMMUNITY WELLBEING,
HOLLIE BARNES)**
**(DIRECTOR COMMUNITY, SCOTT
WILLIAMS)**

MEMORANDUM OF UNDERSTANDING: MOIRA SHIRE COUNCIL AND YORTA YORTA NATION ABORIGINAL CORPORATION (cont'd)

ATTACHMENT No [1] - Moira Shire Council and Yorta Yorta - MOU



Term of the Agreement

This MOU will take effect from September 2026 and will remain in effect for a period of 5 years. At the conclusion of this time period, the MOU will be discussed by both parties and amended prior to entering into a further MOU.



EVALUATION AND VOLUTION

The Agreement will be jointly evaluated for progress on an annual basis by the principal contact of each organisation, and an annual progress report will be prepared respectively by each organisation.

A review of the Agreement will be undertaken in the second and fourth years, whereby:

- Minor adjustments will be allowable by mutual Agreement of the Chief Executives where the spirit and substance of the Agreement is not materially altered.
- Any proposed changes that would materially alter the spirit or substance of the Agreement will require formal approval by both YYNAC Board of Management and the elected Council of Moira Shire.

The parties additionally agree to build on the momentum gained by implementing this Agreement by progressing the development of a Reconciliation Action Plan within the term of the Agreement.



IMPLEMENTATION OF THE MOU

The responsibility for ensuring the progression and fulfilment of this Agreement is held by the Chief Executive of each organisation. During the Term, each Party has nominated a Representative who will be responsible for:

- Monitoring and reporting on the Agreement's progress.
- Managing or coordinating that Party's relationship with the other Party
- Identifying any opportunities and/or issues that arise
- Discussing opportunities/issues that may arise out of this MOU with the Representative of the other Party.
- Coordinating the exchange of relevant information between the Parties and community stakeholders

Yorta Yorta Nation Aboriginal Corporation
Chief Executive Officer
John Kerr
03 5832 0222

Moira Shire Council
Chief Executive Officer
Matthew Morgan
03 5871 9222

FILE NO:
**HEALTHY, SAFE, WELL SERVICED AND
CONNECTED COMMUNITIES.**

ITEM NO: 8.7
**(COMMUNITY DEVELOPMENT OFFICER
RECOVERY, JESSICA FERNANDEZ)**
**(MANAGER COMMUNITY WELLBEING,
HOLLIE BARNES)**
**(DIRECTOR COMMUNITY, SCOTT
WILLIAMS)**

**MEMORANDUM OF UNDERSTANDING: MOIRA SHIRE COUNCIL AND
YORTA YORTA NATION ABORIGINAL CORPORATION (cont'd)**

ATTACHMENT No [1] - Moira Shire Council and Yorta Yorta - MOU

RESOURCING AND ENGAGEMENT

The parties agree to provide adequate resourcing to the nominated principal contact to ensure that coordination and day-to-day management of the Agreement can be achieved. In keeping with best practice on engaging with Traditional Owners in Victoria, meetings will be conducted on a regular basis to review the relationship on the following terms:

**The nominated principal contacts from each organisation
commit to meeting once each quarter**

**The CEOs from each organisation commit to meeting twice
annually**

**Moira Shire Administrators / Councillors and YYNAC Board of
Management members commit to meeting annually.**

MARKETING AND PUBLICITY

Any public information that requires mention of either party shall inform the other for approval

EXCHANGE OF INFORMATION

From time to time either party may request from the other access to documents or information relating to issues relevant to either the Yorta Yorta Peoples or Moira Shire Council and each organisation will assist the other to meet the request, so far as is reasonably practicable.

This does not apply to documents within the meaning of the Freedom of Information Act 1989, documents subject to privilege, any privacy laws, or information that was provided to either party in confidence.

FILE NO:
HEALTHY, SAFE, WELL SERVICED AND
CONNECTED COMMUNITIES.

ITEM NO: 8.7
(COMMUNITY DEVELOPMENT OFFICER
RECOVERY, JESSICA FERNANDEZ)
(MANAGER COMMUNITY WELLBEING,
HOLLIE BARNES)
(DIRECTOR COMMUNITY, SCOTT
WILLIAMS)

**MEMORANDUM OF UNDERSTANDING: MOIRA SHIRE COUNCIL AND
YORTA YORTA NATION ABORIGINAL CORPORATION (cont'd)**

ATTACHMENT No [1] - Moira Shire Council and Yorta Yorta - MOU

CONFIDENTIALITY

The Parties may exchange Confidential Information under this MoU.
Each Party agrees to:

- Keep all Confidential Information of the other Party as confidential
- Only use Confidential Information for the purposes of this MoU
- Limit access to those of its employees or agents reasonably requiring the Confidential Information on a strictly need to know basis for the purposes of this MoU and take reasonable steps to provide for the safe custody of any and all Confidential Information in its possession and to prevent unauthorised access to such Confidential Information.

INDEMNITY

Each party agrees to indemnify and hold harmless the other party, including its servants and agents, from and against all losses, damages, claims, liabilities, expenses, payments, or outgoings whatsoever, which may be brought, made, or claimed against them in connection with the performance or purported performance of obligations under this MoU, and which arise directly from the negligent acts, errors, or omissions of the indemnifying party. Each party's liability to indemnify the other shall be reduced proportionately to the extent that any act or omission of the other party, its servants, or agents contributed to the loss or liability.

FILE NO:
**HEALTHY, SAFE, WELL SERVICED AND
CONNECTED COMMUNITIES.**

ITEM NO: 8.7
**(COMMUNITY DEVELOPMENT OFFICER
RECOVERY, JESSICA FERNANDEZ)**
**(MANAGER COMMUNITY WELLBEING,
HOLLIE BARNES)**
**(DIRECTOR COMMUNITY, SCOTT
WILLIAMS)**

**MEMORANDUM OF UNDERSTANDING: MOIRA SHIRE COUNCIL AND
YORTA YORTA NATION ABORIGINAL CORPORATION (cont'd)**

ATTACHMENT No [1] - Moira Shire Council and Yorta Yorta - MOU

INTELLECTUAL PROPERTY

Each party maintains rights to their intellectual property including but not limited to trademarks, logos, plans, drawing, confidential information, systems etc. Permission from the owner of the intellectual property must be granted to the other party to use their intellectual property prior to use.

SETTLEMENT OF DISPUTES

If any party is dissatisfied with any decision of the other regarding the implementation of this MOU, the identified principal contacts must notify the CEO of each organisation.

Should the dispute remain unresolved by discussions between the parties, the matter will be referred to the Dispute Settlement Centre of Victoria for resolution at either the Bendigo or Shepparton offices to bring the matter to resolution.

TERMINATION OF THE AGREEMENT

This MOU may be terminated:

- Immediately by written agreement of the Parties; or
- By a Party providing 30 days written notice to the other Parties to that effect.
- This MOU may be varied or amended by written agreement between the Parties

NON-BINDING

The parties record that this MoU reflects an understanding between them as to its subject matter but is not intended to create a legally binding relationship between them. Should the parties wish to enter into a binding legal relationship in the future, they acknowledge that it will be necessary for them to sign a formal written agreement recording their respective rights and obligations.



FILE NO:
**HEALTHY, SAFE, WELL SERVICED AND
CONNECTED COMMUNITIES.**

ITEM NO: 8.7
**(COMMUNITY DEVELOPMENT OFFICER
RECOVERY, JESSICA FERNANDEZ)**
**(MANAGER COMMUNITY WELLBEING,
HOLLIE BARNES)**
**(DIRECTOR COMMUNITY, SCOTT
WILLIAMS)**

**MEMORANDUM OF UNDERSTANDING: MOIRA SHIRE COUNCIL AND
YORTA YORTA NATION ABORIGINAL CORPORATION (cont'd)**

ATTACHMENT No [1] - Moira Shire Council and Yorta Yorta - MOU

DEFINITIONS AND INTERPRETATIONS

In this agreement:

Aboriginal is a person of Aboriginal descent; identifies as an Aboriginal; and is accepted as such by the community in which he or she lives or has lived.

Aboriginal Heritage Act refers to the Aboriginal Heritage Act 2006 (Vic)

Aboriginal Cultural Heritage refers to Aboriginal places, Aboriginal objects and Aboriginal human remains.

Aboriginal Tradition refers to: (a) the body of traditions, observances, customs and beliefs of Aboriginal people generally or of a particular community or group of Aboriginal people; and (b) any such traditions, observances, customs or beliefs relating to particular persons, areas, objects or relationships.

Agreement means Memorandum of Understanding (MoU) and vice versa.

Council refers to Moira Shire Council

Registered Aboriginal Parties (RAP) are recognised Aboriginal people as per the Victorian Aboriginal Heritage Act (2006). Aboriginal people are recognised as the "primary guardians, keepers and knowledge holders of Aboriginal Cultural Heritage." They protect and manage the Aboriginal cultural heritage in Victoria, Australia.

In relation to:

- (a)** a cultural heritage management plan, a Registered Aboriginal Party is registered for the area to which the plan relates;
- (b)** a cultural heritage Agreement, a Registered Aboriginal Party is a party to the Agreement;
- (c)** a cultural heritage permit, a Registered Aboriginal Party, under section 39 provides advice to the Secretary on the application for the permit;

Traditional Owner Group holds the same meaning as in the Traditional Owner Settlement Act 2010 (Vic).

Yorta Yorta Nation Aboriginal Corporation refers to the corporation that is a recognised RAP within the Moira Shire Council

Dhungala Yorta Yorta language and creation spirit name for the Murray River

Kiaella Yorta Yorta language name for father and name of the Goulburn River

Yakoa Yorta Yorta language name and creation spirit name of the Campaspe River

FILE NO:
HEALTHY, SAFE, WELL SERVICED AND
CONNECTED COMMUNITIES.

ITEM NO: 8.7
(COMMUNITY DEVELOPMENT OFFICER
RECOVERY, JESSICA FERNANDEZ)
(MANAGER COMMUNITY WELLBEING,
HOLLIE BARNES)
(DIRECTOR COMMUNITY, SCOTT
WILLIAMS)

**MEMORANDUM OF UNDERSTANDING: MOIRA SHIRE COUNCIL AND
YORTA YORTA NATION ABORIGINAL CORPORATION (cont'd)**

ATTACHMENT No [1] - Moira Shire Council and Yorta Yorta - MOU



KEY CONTACTS

CEO, Moira Shire Council
Matthew Morgan
03 58 719222

CEO, Yorta Yorta Nation Aboriginal Corporation
John Kerr
03 5832 0222

FILE NO:
**A COMMUNITY-CENTERED ORGANISATION
FOCUSED ON BEST PRACTICE.**

ITEM NO: 8.8
(GOVERNANCE OFFICER, RACHEL CREAK)
(GOVERNANCE AND RISK COORDINATOR,
NATALIE EVANS)
(MANAGER GOVERNANCE, RISK AND
PERFORMANCE, AMANDA FINN)
(DIRECTOR CORPORATE PERFORMANCE,
PETER CANNIZZARO)

2027 PROPOSED SCHEDULED COUNCIL MEETING SCHEDULE

Officer Recommendation

That Council fix the dates, locations and time of the 2027 Scheduled Council Meetings as shown in Table 1 of the report, in accordance with section 4.1 of the Moira Shire Council Governance Rules.

1. Purpose

The purpose of this report is for Council to consider fixing the time, dates and locations of the Scheduled Council Meetings for 2027.

2. Background

In accordance with Council's Governance Rules - Rule 4.1.1; at or before the last Meeting each calendar year, Council must fix the date, time and place of all Council Meetings and any Delegated Committee Meetings for the following calendar year. Noting that Council does not have any delegated committees, this report will deal only with the proposed particulars for Council meetings.

Table 1 – Scheduled Council Meeting Schedule

DATE AND TIME	LOCATION	
5pm Wednesday 20 January	Cobram	Civic Centre
5pm Wednesday 24 February	Numurkah	Presidents Room
5pm Wednesday 24 March	Nathalia	Dancocks Room
5pm Wednesday 28 April	Yarrawonga	Shire Hall
5pm Wednesday 26 May	Cobram	Civic Centre
5pm Wednesday 23 June	Numurkah	Presidents Room
5pm Wednesday 28 July	Nathalia	Dancocks Room
5pm Wednesday 25 August	Yarrawonga	Shire Hall
5pm Wednesday 22 September	Cobram	Civic Centre
5pm Wednesday 27 October	Numurkah	Presidents Room
5pm Wednesday 24 November	Nathalia	Dancocks Room
5pm Wednesday 15 December	Yarrawonga	Shire Hall

FILE NO:
A COMMUNITY-CENTERED ORGANISATION
FOCUSED ON BEST PRACTICE.

ITEM NO: 8.8
(GOVERNANCE OFFICER, RACHEL CREAK)
(GOVERNANCE AND RISK COORDINATOR,
NATALIE EVANS)
(MANAGER GOVERNANCE, RISK AND
PERFORMANCE, AMANDA FINN)
(DIRECTOR CORPORATE PERFORMANCE,
PETER CANNIZZARO)

2027 PROPOSED SCHEDULED COUNCIL MEETING SCHEDULE (cont'd)

It is proposed that Council hold Scheduled Council Meetings in the towns of Cobram, Nathalia, Numurkah and Yarrawonga in 2027 on a rotating basis, commencing at 5pm on the fourth Wednesday of the month, with the exception of January and December.

Council Meetings are live-streamed through the official Moira Shire Council Facebook page, which can also be viewed under 'Access our Meetings' in accordance with the Live Streaming and Publishing Recordings of Council Meetings Policy.

3. Council Plan Alignment

Pillar Five Leading Organisation - A community-centered organisation focused on best practice.

4. Relevant Council Strategies, Plans and Policies

The following Council Strategies and Plans are relevant to this report:

- [Council Plan](#)

The following Council Policies are relevant to this report:

- [Governance Framework](#)
- [Governance Rules](#)
- [Live Streaming & Publishing Recordings of Council Meetings Policy](#)

5. Relevant Legislation

- [Local Government Act 2020](#)
- [Local Government \(Moira Shire Council\) Act 2023](#)

6. Financial Considerations

The financial impacts of this report are detailed below, should the recommendation be accepted by Council.

BUDGET IMPACT	No Impact (already included in approved budget)	Low Impact (less than \$20k variance to budget)	Medium Impact (between \$20k and \$100k variance to budget)	High Impact (greater than \$100k variance to budget)
	☒	☐	☐	☐

FILE NO:
**A COMMUNITY-CENTERED ORGANISATION
FOCUSED ON BEST PRACTICE.**

ITEM NO: 8.8
(GOVERNANCE OFFICER, RACHEL CREAK)
(GOVERNANCE AND RISK COORDINATOR,
NATALIE EVANS)
(MANAGER GOVERNANCE, RISK AND
PERFORMANCE, AMANDA FINN)
(DIRECTOR CORPORATE PERFORMANCE,
PETER CANNIZZARO)

2027 PROPOSED SCHEDULED COUNCIL MEETING SCHEDULE (cont'd)

7. Resource Considerations

The resource impacts of this report are detailed below, which provide an indication of resource hours required to implement the decision, should the recommendation be accepted by Council.

RESOURCE IMPACT	No Impact (less than 2 hours)	Low Impact (less than 20 hours)	Medium Impact (between 20 and 100 hours)	High Impact (greater than 100 hours)
	☐	☒	☐	☐

8. Risk Appetite

Moirā Shire Council's adopted Risk Appetite is 'Guarded'. Council will consider options and choose one that is safe, but also may maximise its ability to innovate, deliver strategic priorities and services, and care for the safety and wellbeing of staff, while also providing an acceptable level of reward and value for the community it serves and for local government.

The following risk tolerances have been predetermined by Council as part of the adopted Risk Appetite Statement and are relevant to the matter being considered by Council as part of this report.

Risk Category	Risk Category Description	Tolerance Rating
Trust & Reputation	We recognise the importance of protecting our reputation and advocating for the needs of our community and local economy. We understand that negative publicity or community reactions may occur where there are competing priorities and interests in the community.	Cautious
Governance	We are committed to good governance and meeting legislated, regulatory and policy requirements and contractual obligations in a consistent and fair manner.	Highly Cautious

The recommendation, if accepted, is consistent with the agreed risk tolerance.

9. Community Engagement

Council's engagement commitment in relation to this report is INFORM on the IAP2 International Association of Public Participations (IAP2) Engagement Spectrum as embedded within Council's Community Engagement Policy.

We will inform the community of our decision. We will do this by including information on the Council website.

FILE NO:
A COMMUNITY-CENTERED ORGANISATION
FOCUSED ON BEST PRACTICE.

ITEM NO: 8.8
(GOVERNANCE OFFICER, RACHEL CREAK)
(GOVERNANCE AND RISK COORDINATOR,
NATALIE EVANS)
(MANAGER GOVERNANCE, RISK AND
PERFORMANCE, AMANDA FINN)
(DIRECTOR CORPORATE PERFORMANCE,
PETER CANNIZZARO)

2027 PROPOSED SCHEDULED COUNCIL MEETING SCHEDULE (cont'd)

10. Advisory Committees

As it is a requirement for Council to fix the dates, times and locations for Council meetings this is not applicable for consultation with Advisory Committees.

11. Gender Impact Assessment

In accordance with the *Gender Equality Act 2020* any policies, programs and services that have a direct and significant impact on the public are required to undergo a Gender Impact Assessment. An assessment is not required for this report.

12. Conflict of Interest Declaration

The author of this report and officers associated with its development have no conflicts of interest to declare in the matter being considered.

Attachments

Nil

FILE NO:
A COMMUNITY-CENTERED ORGANISATION
FOCUSED ON BEST PRACTICE.

ITEM NO: 8.9
(GOVERNANCE AND RISK COORDINATOR,
NATALIE EVANS)
(DIRECTOR SUSTAINABLE DEVELOPMENT,
BRYAN SWORD)

MUNICIPAL BUILDING CONTROL INTERVENTION POLICY

Officer Recommendation

That Council adopt the *Municipal Building Control Intervention Policy* as presented in Attachment 1, replacing the *Intervention where a Private Building Surveyor is Responsible Policy*.

1. Purpose

The purpose of this report is for Council to consider adopting the revised Municipal Building Control Intervention Policy (formerly titled *Intervention where a Private Building Surveyor is Responsible Policy*), as presented in Attachment 1.

The revised policy reflects an updated policy title, alignment with current legislative requirements, and a strengthened risk-based framework for responding to complaints involving private building surveyors operating within the Moira Shire municipal district.

2. Background

Council's Policy for Intervention where a Private Building Surveyor is Responsible was originally adopted on 22 January 2007 and was last reviewed in July 2020. The purpose of the policy is to provide directions on how and when Council and its Municipal Building Surveyor (MBS) will administer and enforce the *Building Act 1993* in relation to complaints, reports and emergencies involving building work where a private building surveyor has been appointed. This report presents a revised version for adoption.

The revised policy is a significant enhancement on the previous version, moving from a brief policy statement referencing an external framework, to a comprehensive, document. The key changes to the policy are detailed below:

- **Policy Name Change** - The policy has been retitled to the Municipal Building Control Intervention Policy, better reflecting its operational scope.
- **Full risk assessment tool embedded** — The policy now includes an Appendix with the complete Building Control Intervention Filter Criteria risk assessment tool, including:
 - A five-level consequence table (Insignificant to Catastrophic)
 - A five-level likelihood table (Rare to Almost Certain)
 - A full risk matrix producing four action tiers: Extreme (E), High (H), Moderate (M), and Low (L)

Previously, the policy referenced the filter criteria as an external document only. It is now incorporated directly into the policy, making the decision-making tool transparent and accessible.

- **Defined actions for each risk tier** — The policy now specifies the required action for each tier:
 - **Extreme:** Immediate action by the MBS; potential Emergency Order under s102 of the *Building Act 1993*
 - **High:** Referral to PBS without delay; MBS intervenes if PBS does not act within a reasonable time
 - **Moderate:** Referral to PBS without delay; no further action by MBS
 - **Low:** Referral of complainant to PBS; no further action by MBS

FILE NO:
A COMMUNITY-CENTERED ORGANISATION
FOCUSED ON BEST PRACTICE.

ITEM NO: 8.9
(GOVERNANCE AND RISK COORDINATOR,
NATALIE EVANS)
(DIRECTOR SUSTAINABLE DEVELOPMENT,
BRYAN SWORD)

MUNICIPAL BUILDING CONTROL INTERVENTION POLICY (cont'd)

- **Expanded definitions and updated legislation** — including references to the Building Regulations 2018, Local Government Act 2020, and the 2024 edition of the Victorian Municipal Building Surveyors Group guideline

3. Council Plan Alignment

Council Plan Pillar	Focus Area
Pillar Five Leading Organisation - A community-centered organisation focused on best practice.	Streamline Council operations and services

4. Relevant Council Strategies, Plans and Policies

The following Council Strategies and Plans are relevant to this report:

- [Council Plan](#)
- [Annual Budget](#)
- [Community Safety Strategy 2016-2021](#)
- [Municipal Emergency Management Plan](#)

The following Council Policies are relevant to this report:

- [Complaint Handling Policy](#)
- [Compliance and Enforcement Policy](#)
- [Governance Framework](#)
- [Policy for Intervention where a Private Building Surveyor is responsible](#)
- [Risk Management Framework](#)

5. Relevant Legislation

- [Building Act 1993](#)
- [Building Regulations 2018](#)
- [Local Government Act 2020](#)
- [Charter of Human Rights & Responsibilities Act 2006](#)

6. Financial Considerations

The financial impacts of this report are detailed below, should the recommendation be accepted by Council.

BUDGET IMPACT	No Impact (already included in approved budget)	Low Impact (less than \$20k variance to budget)	Medium Impact (between \$20k and \$100k variance to budget)	High Impact (greater than \$100k variance to budget)
	☒	☐	☐	☐

The adoption of this policy does not have a direct financial impact. Implementation is carried out by the Municipal Building Surveyor within existing operational resources.

FILE NO:
**A COMMUNITY-CENTERED ORGANISATION
FOCUSED ON BEST PRACTICE.**

ITEM NO: 8.9
**(GOVERNANCE AND RISK COORDINATOR,
NATALIE EVANS)**
**(DIRECTOR SUSTAINABLE DEVELOPMENT,
BRYAN SWORD)**

MUNICIPAL BUILDING CONTROL INTERVENTION POLICY (cont'd)

7. Resource Considerations

The resource impacts of this report are detailed below, which provide an indication of resource hours required to implement the decision, should the recommendation be accepted by Council.

RESOURCE IMPACT	No Impact (less than 2 hours)	Low Impact (less than 20 hours)	Medium Impact (between 20 and 100 hours)	High Impact (greater than 100 hours)
	☒	☐	☐	☐

Ongoing administration of the policy, including maintenance of the complaints register and performance reporting, is managed within the existing responsibilities of the Municipal Building Surveyor.

8. Risk Appetite

Moirā Shire Council's adopted Risk Appetite is 'Guarded'. Council will consider options and choose one that is safe, but also may maximise its ability to innovate, deliver strategic priorities and services, and care for the safety and wellbeing of staff, while also providing an acceptable level of reward and value for the community it serves and for local government.

The following risk tolerances have been predetermined by Council as part of the adopted Risk Appetite Statement and are relevant to the matter being considered by Council as part of this report.

Risk Category	Risk Category Description	Tolerance Rating
Health and Safety	We are committed to providing a safe workplace and physical environments for all staff, Administrators, contractors, visitors and the community	Highly Cautious
Trust & Reputation	We recognise the importance of protecting our reputation and advocating for the needs of our community and local economy. We understand that negative publicity or community reactions may occur where there are competing priorities and interests in the community.	Cautious
Governance	We are committed to good governance and meeting legislated, regulatory and policy requirements and contractual obligations in a consistent and fair manner.	Highly Cautious

The recommendation, if accepted, is consistent with the agreed risk tolerance.

9. Community Engagement

Council's engagement commitment in relation to this report is INFORM on the International Association of Public Participation (IAP2) Engagement Spectrum as embedded within Council's Community Engagement Policy.

We will inform the community of our decision. We will do this by including information on the Council website.

FILE NO:
A COMMUNITY-CENTERED ORGANISATION
FOCUSED ON BEST PRACTICE.

ITEM NO: 8.9
(GOVERNANCE AND RISK COORDINATOR,
NATALIE EVANS)
(DIRECTOR SUSTAINABLE DEVELOPMENT,
BRYAN SWORD)

MUNICIPAL BUILDING CONTROL INTERVENTION POLICY (cont'd)

10. Advisory Committees

This is an internal operational policy governing administrative functions therefore consultation with other Advisory Committees is not applicable.

11. Gender Impact Assessment

In accordance with the *Gender Equality Act 2020* any policies, programs and services that have a direct and significant impact on the public are required to undergo a Gender Impact Assessment. An assessment is not required for this policy, as it is an internal operational policy governing administrative and enforcement functions under the *Building Act 1993* and does not have a direct and significant impact on the public.

12. Conflict of Interest Declaration

The author of this report and officers associated with its development have no conflicts of interest to declare in the matter being considered.

Attachments

- 1 Draft Municipal Building Control Intervention Policy

FILE NO:
**A COMMUNITY-CENTERED ORGANISATION
FOCUSED ON BEST PRACTICE.**

ITEM NO: 8.9
**(GOVERNANCE AND RISK
COORDINATOR, NATALIE EVANS)**
**(DIRECTOR SUSTAINABLE
DEVELOPMENT, BRYAN SWORD)**

MUNICIPAL BUILDING CONTROL INTERVENTION POLICY (cont'd)

ATTACHMENT No [1] - Draft Municipal Building Control Intervention Policy

Moira Shire Council

Draft Municipal Building Control Intervention Policy

Policy type	Council
Policy number	BLD-03
Version Number	6
Responsible Director	Director Sustainable Development
Responsible Officer	Municipal Building Surveyor
Date adopted by Council	
Scheduled for review	This policy will be reviewed four years from the date of adoption, or sooner if required.

It is recognised that, from time to time, circumstances may change leading to the need for minor administrative changes to this document. Administrative changes do not materially alter the document (such as spelling/typographical errors, change to the name of a Council department, a change to the name of a Federal or State Government department). Administrative updates can be made in accordance with the Policy Framework Guidelines.



FILE NO:
**A COMMUNITY-CENTERED ORGANISATION
FOCUSED ON BEST PRACTICE.**

ITEM NO: 8.9
**(GOVERNANCE AND RISK
COORDINATOR, NATALIE EVANS)**
**(DIRECTOR SUSTAINABLE
DEVELOPMENT, BRYAN SWORD)**

MUNICIPAL BUILDING CONTROL INTERVENTION POLICY (cont'd)

ATTACHMENT No [1] - Draft Municipal Building Control Intervention Policy

PURPOSE

The purpose of the Municipal Building Control Intervention Policy is to provide a consistent risk management approach for addressing complaints, reports and emergencies relating to building work and building sites for which a private building surveyor has been appointed to carry out functions as the relevant building surveyor in accordance the *Building Act 1993*.

The policy also specifies when matters will be referred to the Victorian Building Authority for administration and enforcement.

SCOPE

The Municipal Building Control Intervention Policy will be applied by the office of the Municipal Building Surveyor to all complaints, reports and emergencies involving building work and building sites or which a private building surveyor has been appointed as the relevant building surveyor under Part 6 of the *Building Act 1993*.

DEFINITIONS

Term	Definition
Council	means the Moira Shire Council
Municipal Building Surveyor (MBS)	Means the officer appointed by Council in accordance with section 213 of the <i>Building Act 1993</i>
Act	means the <i>Building Act 1993</i>
Regulations	means the <i>Building Regulation 2018</i>
Private Building Surveyor (PBS)	means a private building surveyor appointed as the relevant building surveyor in accordance with section 76 of the Act
Relevant Building Surveyor (RBS)	means the building surveyor appointed to carry out various functions and responsibilities associated with the issuing of a building permit and carrying out of inspection
Victorian Building Authority (VBA)	means the authority established under section 193 of the Act

POLICY STATEMENT

Council recognises the potential for a high demand on the Municipal Building Surveyor and building department resources in dealing with every complaint that could be raised, regardless of content, against a private building surveyor.

A limited intervention approach which addresses risk management will be taken to deal with complaints in a methodical and consistent manner.

When a complaint is received the Municipal Building Surveyor will use the Building Control Intervention Filter Criteria ('the filter criteria'), developed by the Victorian Municipal Building Surveyors Group, to determine when to intervene using the powers under the Act. The filter uses a risk assessment matrix to classify the method of response based on the level of risk to life and property. The Risk Assessment and Filter Criteria is included in Appendix A.

The filter criteria provides for a range of actions - from immediate action by the Municipal Building Surveyor to referring the complainant to the relevant building surveyor (for him or her to

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**(DIRECTOR SUSTAINABLE
DEVELOPMENT, BRYAN SWORD)**

MUNICIPAL BUILDING CONTROL INTERVENTION POLICY (cont'd)

ATTACHMENT No [1] - Draft Municipal Building Control Intervention Policy

attend to the matter) in the case of low risks.

Serious misconduct by any building practitioner will be referred to the Victorian Building Authority for supervision, direction and/or discipline.

MONITORING AND EVALUATION

The Municipal Building Surveyor will maintain a register of all complaints received relating to Private Building Surveyor's and actions taken. The register will be provided, at request, to the Office of the State Building Surveyor.

RELATED LEGISLATION

Building Act 1993

Building Regulations 2018 or any preceding/subsequent legislation

Local Government Act 2020

Charter of Human Rights & Responsibilities Act 2006

National Construction Code, Building Code of Australia Vol. 1 & 2

RELATED POLICIES AND PROCEDURES

Customer Service Charter

Complaints Handling Policy

Risk Management Policy

REFERENCES

Victorian Municipal Building Surveyors Group (2024)

Municipal Building Control Intervention Filter Criteria Guideline

DOCUMENT REVISIONS

Version	Summary of Changes	Approved by	Date
1	Original Policy adopted	Council	22/01/2007
2	Policy review	Council	15/06/2009
3	Policy review	Council	19/03/2012
4	Policy review	Council	22/03/2017
5	Policy review	Council	22/07/2020
6	Policy review	Council	xxx

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RISK ANALYSIS

STEP 1 – Determine the possible consequences of the matter being complained of:

Table E1 Qualitative measures of consequence or impact

Level	Descriptor	Example detail description
1	Insignificant	No injuries, low financial loss, no detriment to health, no damage to property, siting
2	Minor	Injury (self-treatable e.g. minor cuts or abrasions), medium financial loss, minimal detriment to health, minor damage to property.
3	Moderate	Injury (medical treatment required by other), high financial loss, moderate detriment to health, moderate damage to property.
4	Major	Serious non-permanent injury, major financial loss, major detriment to health, major damage to property.
5	Catastrophic	Permanent injury or death, huge financial loss, irreparable damage to property.

STEP 2 – Determine the likelihood of the event in Step 1 occurring

Table E2 Qualitative measures of likelihood

Level	Descriptor	Description
A	Almost certain	Is expected to occur in most circumstances
B	Likely	Will probably occur in most circumstances
C	Possible	Might occur some time
D	Unlikely	Could occur at some time
E	Rare	May occur only in exceptional circumstances

STEP 3 – Locate the issue on the risk matrix by comparing the likelihood to the consequence

Table E3 Qualitative risk analysis matrix – level of risk Likelihood Consequences

Likelihood	Consequences				
	Insignificant 1	Minor 2	Moderate 3	Major 4	Catastrophic 5
A (almost certain)	M	M	E	E	E
B (likely)	M	M	H	E	E
C (Possible)	L	M	H	H	E
D (unlikely)	L	L	M	H	E
E (rare)	L	L	M	H	H

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Building Control Intervention Filter Criteria (Con't)

STEP 4 – Identify action to be taken #

Table E4 Legend for Risk Analysis Matrix and Treatment

E	Extreme risk: immediate action required	Refer to PBS without delay*	Council/MBS takes immediate action to suitably reduce risk**	If there is evidence of conduct by any building practitioner such that a finding under section 179(1) of the Building Act 1993 could be made by the Victorian Building Authority the matter, with supporting evidence, will be referred for Inquiry.
H	High risk, Attention needed in reasonable time	Refer to PBS without delay*	Council/MBS takes action if PBS is not taking action to suitably reduce the risk within reasonable time	If there is a suspicion that any practitioner has engaged in conduct that may amount to illegal conduct or conduct as set out in section 179(1) of the Act the matter may be referred to the Victorian Building Authority for investigation;
M	Moderate risk, treatment by PBS	Refer to PBS without delay*	No other action by Council/MBS	AND
L	Low risk, manage by referral	Refer to PBS without delay*; or, Refer Complainant to PBS without delay	No other action by Council/MBS	if it is necessary to do so for the proper administration of the Act, may refer the matter of RBS to the Victorian Building Authority for the exercise of its directive powers under s205M of the Building Act 1993.

When the MBS forms an opinion that an emergency order is required then these matters are automatically 'Extreme Risk' (see notes on emergency orders on next page)

*Consider the privacy of the complainant when referring the matter to the PBS.

** s89(1) The Victorian Building Authority, on the application of an owner or adjoining owner may declare that emergency protection work is required in respect of a particular adjoining property.

STEP 5 – Take the action as required by the matrix

2. RELEVANT LEGISLATION REGARDING REFERRALS

2.1. BUILDING ACT 1993

S179. Inquiry into conduct

(1) On an inquiry into the conduct of a registered building practitioner, the Victorian Building Authority may make any one or more of the decisions mentioned in sub-section (2) if it finds that the registered building practitioner--

- (a) is guilty of unprofessional conduct; or
- (b) has failed to comply with this Act or the regulations; or

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(c) has failed to comply with a determination of the Building Appeals Board or a direction of the Commission; or

(d) has been guilty of conduct in relation to his or her practice as a building practitioner which-

(i) is constituted by a pattern of conduct or by gross negligence or gross incompetence in a particular matter; and

(ii) shows that he or she is not a fit and proper person to practise as a building practitioner; or

(e) has employed or engaged to do, on his or her behalf, work of a kind that can only be done by a person registered under this Part in a particular category or class, a person who is not so registered; or

(f) has obtained his or her registration under this Part or any required insurance by fraud or misrepresentation; or

(fa) has failed to comply with a reasonable direction of an insurer in respect of the completion or rectification of defective building work or any payment to be made to the insurer in respect of the completion or rectification of defective building work in accordance with required insurance or in accordance with a guarantee under the House Contracts Guarantee Act 1987 or has failed to comply with a direction under section 44 of the House Contracts Guarantee Act 1987; or

(fb) has failed to carry out a recommendation contained in an inspector's report under section 48 of the Domestic Building Contracts Act 1995

(g) has had his or her authority to practise as a building practitioner in a place outside Victoria cancelled or suspended otherwise than for failure to renew that authority; or

(h) has failed to comply with an undertaking given to the Board under this Division.

2.2 BUILDING REGULATIONS 2018

Regulation 265 - Professional standards

A registered building practitioner must:

(a) perform his or her work as a building practitioner in a competent manner and to a professional standard; and

(b) immediately inform the client in writing if a conflict of interest arises or appears likely to arise between his or her interest as a building practitioner and that of his or her client; and

(c) receive remuneration for his or her services as a building practitioner solely by the professional fee or other benefits specified in the contract of engagement or by the salary and other benefits payable by the building practitioner's employer.

NOTE: A finding pursuant to section 179(1) may include a finding of a failure to comply with Regulation 265.

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**(DIRECTOR INFRASTRUCTURE, RACHAEL
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2026/27 CARRY FORWARD AND BUDGET ADJUSTMENTS REPORT

Officer Recommendation

That Council:

1. Adopt the 2025/26 financial year carry forward budget allocations of \$7,934,016, comprised of \$7,640,320 in capital works carry forwards and \$293,696 in operating budget initiatives.
2. Authorise increases to the 2026/27 Annual Budget of \$1,710,967, comprised of \$100,000 in new capital budget allocations, \$1,300,967 in additional funding for existing capital projects, and \$310,000 for new operating budget initiatives.
3. Authorise a reduction of the 2026/27 Annual Budget of \$1,253,302, comprised of \$40,000 in operating budget reductions and \$1,213,302 in capital works budget reductions.
4. Authorise the deferral of works valued at \$457,665 from the 2026/27 Pavement Renewal Program to a future financial year, with the deferred works to be re-programmed and funded in the relevant future budget year.
5. Note that the combined effect of the above adjustments results in a net increase to the 2026/27 capital works budget of \$7,370,320, producing a revised total capital works budget of \$40,930,779, together with an additional \$563,696 in operating budget expenditure.

1. Purpose

The purpose of this report is for Council to consider the 2025/26 End of Financial Year Carry Forward and Budget Adjustment schedule, prepared following finalisation of the 2025/26 financial statements to enable the continued delivery of Capital works prior to the budget Quarter 1 process.

The report identifies the projects and values proposed for carry forward from the 2025/26 financial year, together with budget increase and budget reduction requests required to reflect the current cost and delivery status of Council's capital works and project program, separately identifying the Capital Expenditure and Operating Expenditure components of each adjustment.

2. Background

Council adopted the 2026/27 Budget in June 2026 with a capital works and project program of \$33,565,459. Following the end of the 2025/26 financial year on 30 June 2026, Council has finalised the 2025/26 financial statements and asset management process.

To complete the end of year process, project budgets are reconciled against actual 2025/26 expenditure, delivery timing and contract commitments, together with updated 2026/27 cost estimates. This reconciliation is undertaken and reported to Council during the first quarter of the financial year. It has identified a number of projects requiring a carry forward budget adjustment to reflect unspent funds in the 2025/26 budget, together with budget increase and reduction requests where project costs, scope or expenditure classification have changed since the original budget was adopted.

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2026/27 CARRY FORWARD AND BUDGET ADJUSTMENTS REPORT (cont'd)

In total, 61 individual budget line adjustments across 43 projects are proposed for Council's consideration. These are grouped into four categories:

- Carry Forward adjustments – unspent or committed 2025/26 budget required to complete works into 2026/27;
- Budget Increase Requests – additional funding required due to scope changes, cost escalation, tender outcomes or newly identified requirements. This category is split between New Budget Allocations, for items with no existing budget, and Additional Budget Requests for projects that already hold a 2026/27 budget;
- Budget Reduction Requests – genuine, permanent reductions to budget lines identified through market testing, procurement outcomes, revised scope or expenditure reclassification; and
- Deferral of Works to a Future Financial Year – projects reviewed and assessed as capable of being deferred, in whole or in part, to a future financial year, temporarily reducing the 2026/27 budget requirement to help offset the budget increase requests above. Unlike Budget Reduction Requests, these amounts are not permanent savings and the deferred scope is likely to be required to be re-budgeted in a future year.
- Each adjustment has also been classified as Capital Expenditure or Operating Expenditure, so that the capital and operating impacts of this schedule can be considered separately. This classification is set out in Section 3 and applied to each project line in Section 4.

The net effect of the adjustments proposed in this report is an increase to the 2026/27 Capital Expenditure Budget of \$7,370,320, raising the total capital works and project budget from \$33,565,459 to \$40,935,779. The adjustments also include a \$563,696 increase in Operating Expenditure. Further details are provided in Section 3 and Section 4 of this report.

3. Summary of 2025/26 End of Year Carry Forward and Budget Adjustment requests

This section summarises the 61 proposed budget adjustments across 43 projects, grouped by category and by expenditure type. Detailed project-by-project listings and justification for each adjustment, are provided in Section 4.

Table 1: Summary of Proposed Budget Adjustments by Category

Category	No. of Budget Adjustments	Net \$ Value
Carry Forward	36	\$7,934,016
New Budget Allocations	1	\$100,000
Additional Budget Requests (Existing Projects)	15	\$1,610,967
Budget Reduction Requests	7	(\$1,253,302)
Deferral of Works to a Future Financial Year	1	(\$457,665)
Total Net Adjustment	60	\$7,934,016

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2026/27 CARRY FORWARD AND BUDGET ADJUSTMENTS REPORT (cont'd)

Table 2: Capital (CAPEX) vs Operating (OPEX) Expenditure Summary

Category	CAPEX	OPEX	Total
Carry Forward	\$7,640,320	\$293,696	\$7,934,016
New Budget Allocations	\$100,000	\$0	\$100,000
Additional Budget Requests	\$1,300,967	\$310,000	\$1,610,967
Budget Reduction Requests	(\$1,213,302)	(\$40,000)	(\$1,253,302)
Deferral of Works to a Future Financial Year	(\$457,665)	\$0	(\$457,665)
Total Net Adjustment	\$7,370,320	\$563,696	\$7,934,016

Figure 1: Capital vs Operating Expenditure Adjustments by Category

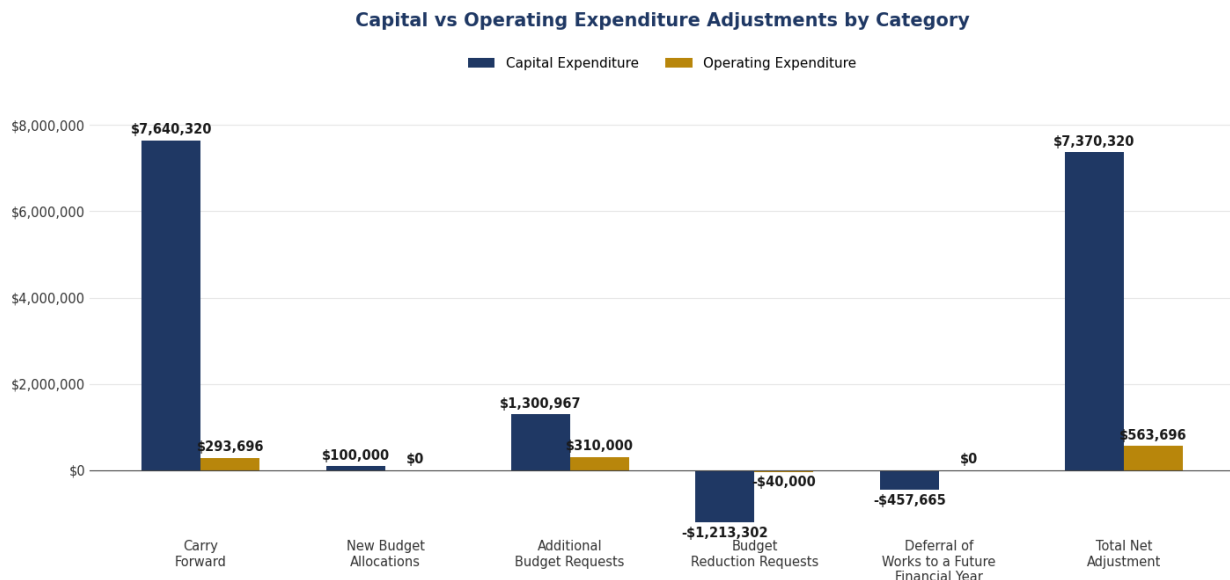


Table 3: Impact on the 2026/27 CAPEX Budget

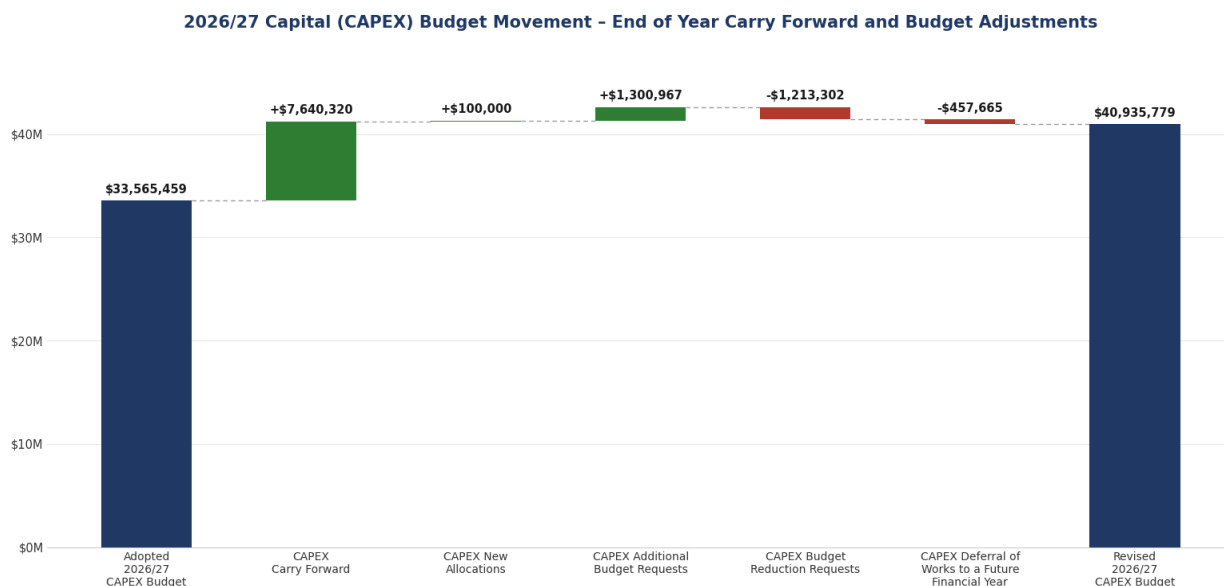
Description	Amount
Adopted 2026/27 Budget – CAPEX	\$33,565,459
Net Proposed Adjustment (2025/26 EOFY) - CAPEX	\$7,370,320
Revised 2026/27 Budget	\$40,935,779

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Figure 2: 2026/27 Capex Budget Movement



4. Detailed Budget Adjustments by Category

This section provides the project-level detail supporting the summary in Section 3, grouped into Carry Forward adjustments, Budget Increase Requests (split into New Budget Allocations and Additional Budget Requests for existing projects), Budget Reduction Requests, and Deferral of Works to a Future Financial Year. Each entry identifies the relevant project, CAPEX or OPEX expenditure type, proposed value adjustment and justification for the change.

Carry Forward Adjustments

The following 36 GL budget lines, of \$7,934,016 net (\$7,640,320 CAPEX and \$293,696 OPEX), are proposed to be carried forward from the 2025/26 financial year to fund committed or in-progress works. Four of these adjustments are negative, reflecting 2025/26 expenditure that exceeded the amount forecast at the time the 2026/27 budget was prepared; this occurs on multi-year projects where in-year forecasting is only possible to Q3, so a project progressing ahead of schedule can show year-to-date expenditure in excess of its current-year allocation even though the whole-of-life project budget remains available.

Project	Type	Amount	Justification
Barmah Flood Mitigation Strategy	OPEX	\$105,000	Budget carry forward to align with the funding agreement in place and progress the Flood Mitigation Implementation Plan works, expected to be completed in 2026/27.
Bartrop Bridge	CAPEX	\$75,000	The existing whole-of-life budget for the Bartrop's Bridge project was not required to be fully spent within 2025/26; the unspent allocation is carried forward, with committed works to be delivered in 2026/27.
Bourkes Bridge	CAPEX	\$573,100	The existing whole-of-life budget for the Bourke's Bridge project was not required to be fully spent within 2025/26; the unspent allocation is carried forward, with committed works to be delivered in 2026/27.
Bridge Safety Railing Project 2026/27	CAPEX	(\$20,200)	Q4 expenditure exceeded the amount projected when the 2026/27 budget was prepared, resulting in a negative carry-forward adjustment.
Building Key Register Update	CAPEX	\$41,268	Project remains incomplete, with four facilities still requiring upgrade works; delays relate to outstanding keyholder information and key allocation confirmation. Funds carried forward to complete and close out the project.
Building Restumping	CAPEX	\$268,779	Remaining 2025/26 budget to be carried forward to fund the design,

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Project	Type	Amount	Justification
Program 2025/26			development and installation of the Strathmerton Hall flooring.
Cobram - Hume and Sturt Raised Intersection	CAPEX	(\$10,573)	Q4 expenditure exceeded the amount projected when the 2026/27 budget was prepared, resulting in a negative carry-forward adjustment.
Cobram - Peach & Benalla Toc Road - Blackspot	CAPEX	\$357,792	Grant funding carried forward to complete the Cobram Peach & Benalla Toc Road Blackspot project, which remains incomplete; works are expected to be finished in 2026/27. Fully grant funded, with no net cost impact to Council
Cobram Campbell Road - Blackspot	CAPEX	\$85,265	Grant funding carried forward to complete the Cobram Campbell Road Blackspot project, which remains incomplete; works are expected to be finished in 2026/27. Fully grant funded, with no net cost impact to Council.
Cobram East Drainage Strategy	CAPEX	\$56,439	Unspent 2025/26 budget carried forward to support further development and refinement of the Cobram East Drainage Strategy implementation plan.
Cobram Hospital - Kerb & Channel	CAPEX	\$100,000	Works delayed from 2025/26 were completed in July 2026, with residual project works to be finalised in Q1.
Cobram Scott Lighting	CAPEX	\$105,659	A design change and subsequent supply chain delays resulted in a small portion of works remains outstanding pending Powercor connection, expected by Q2.
Cobram Scott Reserve Pavilion	CAPEX	\$60,221	Detailed design and approval processes have continued beyond June 2026; remaining funds are carried forward to complete this process and meet Council's contractual obligations for works currently underway.
Cobram South Drainage Strategy	CAPEX	\$135,699	Carried forward to complete the outstanding wastewater strategy and progress design of pump and pipework renewal works between RB1–RB3 and the Scotts Creek gravity main upgrade.
Culvert Renewal Program 2026/27	CAPEX	\$150,000	Council used existing stock to deliver the 2025/26 program and ordered replacement materials prior to year end; these had not been delivered by 30 June, so the budget is carried forward to fund the replacement stock once received.
DRFA Project	CAPEX	\$300,000	Works under the Disaster Recovery Funding Arrangements program are not yet complete; the unspent 2025/26 allocation is carried forward to fund close-out works, which are underway through July–August 2026 and expected to be completed by Q1 2026/27.
Katunga Recreation Reserve Building Refurbishment	CAPEX	\$17,374	Carry forward to fund the Katunga Recreation Reserve building refurbishment works scheduled for 2026/27.
Kerb and Channel Program 2026/27	CAPEX	\$91,520	Unspent 2025/26 budget to carry forward to fund kerb and channel upgrades at Hume Street and Orr Street.
Nathalia Pearce Street Pedestrian Improvement	CAPEX	(\$13,709)	Actual expenditure exceeded the budget development carry forward estimate during budget development, resulting in a negative carry-forward adjustment.
Numurkah Asbestos Removal	OPEX	\$188,696	Budget carried forward to meet committed and investigation costs for asbestos assessment and safe removal works at the Numurkah Depot, required to meet health and safety obligations.
Numurkah Levee - Stage 1	CAPEX	\$707,406	Numurkah Flood Levee Stage 1 works were substantially completed in 2025/26, with invoices received in 2026/27 and remaining close-out costs expected to be completed in Q1 2026/27.
Numurkah Road Safety Improvement - Melville Street	CAPEX	\$14,576	Project to continue into 26/27; remaining works are committed in contract and fully funded by the external funding body.
Pavement Renewal Program 2026/27	CAPEX	\$1,408,130	2025/26 program works are under contract and were delayed by inclement weather, with completion scheduled for Q1 2026/27; funds carried forward to meet the existing contractual commitment.
Plant New Purchases 2026/27	CAPEX	\$740,905	Carry forward required for committed plant purchases, timing variation – a grader (\$483,000) and loader (\$257,905) – delivered in 2025/26 but invoice unpaid at 30 June. Will be spent by end of Q1 2026/27
Recreation Reserve Entrance Signage Renewal	CAPEX	\$88,072	Project to continue into 26/27 with carry forward to fund the committed design, development and installation of recreation entrance signage.
Shannon Court Drainage Investigation	CAPEX	\$33,330	Project to continue into 26/27 with carry forward to fund completion of

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Project	Type	Amount	Justification
and Upgrade			the engineering response for Shannon Court.
Strathmerton - Labuan Road Blackspot	CAPEX	\$213,405	Physical works completed in 2025/26; invoices and labour costs captured in 2026/27, plus potential additional flag lighting costs requested by the funding body. Fully grant funded, with no net cost impact to Council.
Wilby Recreation Reserve Pedestrian Bridge	CAPEX	\$200,898	Project to continue into 26/27 with carry forward funds required for completion of engineering and construction.
Yarrowonga Hume and Piper Intersection Roundabout	CAPEX	\$215,618	Project budget to be carried forward with a corresponding budget increase requested, to provide the total funding required to complete the works.
Yarrowonga Library	CAPEX	(\$187,062)	2025/26 expenditure was higher than projected, resulting in a negative budget variation.
Yarrowonga Multisport Stadium	CAPEX	\$851,051	Project is progressing well with delivery continuing into 2026/27; unspent 2025/26 budget carried forward to support ongoing delivery and completion.
Yarrowonga Multisport Stadium	CAPEX	\$615,308	Project will continue into 26/27 and carry forward required to fund the outstanding Victoria Park Basin pump outfall and basin fencing works.
Yarrowonga Tom St Precinct Redevelopment	CAPEX	(\$2,413)	Proposed to carry forward to assist to fund the purchase of the former Yarrowonga primary school property.
Yarrowonga Tom St Precinct Redevelopment	CAPEX	\$38,647	Proposed to carry forward to assist to fund the purchase of the former Yarrowonga primary school property.
Yarrowonga Shire Hall - Design and Upgrade	CAPEX	\$301,708	Fire rating works were delayed by the heritage permit approval process; funds carried forward to complete works critical to compliance sign-off for the adjoining Library, now expected by early Q2.
Yarrowonga Victoria Park Integrated Water Management Upgrade	CAPEX	\$27,107	Project to continue in 26/27; 2025/26 budget was not fully expended and is carried forward, with construction expected to commence in late 2026/27.

Budget Increase Requests

The following 16 budget lines, of \$1,710,967 (\$1,400,967 CAPEX and \$310,000 OPEX), are proposed as budget increases to existing projects or, in the case of the Marine Drive Stormwater Fence System, a new budget allocation. Increases are primarily driven by tender outcomes, cost escalation, expanded scope identified during design, and compliance requirements.

Project	Type	Amount	Justification
Building Restumping Program 2025/26	CAPEX	\$58,350	Additional funding required to capture labour costs (\$15,000) and contingency (\$43,350) and contingency not allowed for in the original budget.
Building Security Renewal Program 2026/27	CAPEX	\$40,000	Budget required for the installation of security systems at the Numurkah and Nathalia Transfer Stations. This increase is fully offset by a corresponding reduction in Operating Expenditure (GL 4920) — refer to Budget Reduction Requests below.
Cobram - Hume and Sturt Raised Intersection	CAPEX	\$86,142	Original estimate excluded Powercor lighting requirements (approx. \$55,000), and broader increases in capital delivery costs driven by rising fuel prices have increased realised construction costs.
Cobram Scott Lighting	CAPEX	\$75,000	Additional funding required following Powercor's requirement to consolidate power supply onsite, increasing external costs and internal labour.
Cobram Scott Reserve Pavilion	CAPEX	\$65,336	Additional funding required to support further investigation and design development.
Footpath Renewal Program 2026/27	CAPEX	\$65,000	Additional budget requested to fund footpath upgrades at Hume Street and Orr Street, ahead of the currently proposed 2027/28 Long Term Financial Plan allocation for this location. Should this request be approved, the 2027/28 Footpath Renewal Program budget proposal will be reduced by a corresponding \$65,000 to reflect the funding brought forward into 2026/27.

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Project	Type	Amount	Justification
Katunga Recreation Reserve Building Refurbishment	CAPEX	\$206,442	Additional compliance requirements identified during design, including fire engineering and accessibility upgrades, have expanded the scope of works.
Marine Drive - Stormwater Fence System (New Allocation)	CAPEX	\$100,000	New allocation requested to fence the open drain at Marine Drive, which presents a safety risk to nearby residents, including children and pets, due to its proximity to private property.
Municipal Buildings Renewal Program 2026/27	CAPEX	\$65,000	Modification of work area at Cobram office to manage occupational health and safety risk and fence replacement at the Numurkah Historical Society.
Nathalia Pearce Street Pedestrian Improvement	CAPEX	\$146,251	Following a competitive tender in May 2026, the original estimate for two raised pedestrian crossings and water main replacement is no longer sufficient, reflecting current market conditions; also covers new street lighting for both crossings.
Open Spaces Furniture Renewal Program 2026/27	CAPEX	\$40,000	A review of the proposed works identified that the existing budget was insufficient to complete the required renewal of park furniture and edging at Kennedy Park, Yarrawonga.
School Safety Improvement Package	OPEX	\$160,000	Works were originally allocated as Capital Expenditure but are more appropriately classified as Operating Expenditure; funding reallocated from GL 7590, 7623 and 7624 to GL 4776 (see corresponding reductions below).
Wilby Recreation Reserve Pedestrian Bridge	CAPEX	\$35,000	Additional funding required due to heritage constraints and complexity of the bridge replacement, including support of the existing structure and replacement of the trafficable surface.
Yarrawonga Hume and Piper Intersection Roundabout	CAPEX	\$100,000	Escalating fuel and bituminous construction costs under current market conditions have increased project delivery costs.
Yarrawonga Library	CAPEX	\$318,446	As the project nears completion, additional funding is required to deliver compliance and commissioning works identified through regulatory and construction reviews, critical to achieving occupancy certification. Cost mitigation measures have been applied throughout delivery.
Yarrawonga Tom St Precinct Redevelopment	OPEX	\$150,000	Funds required to commence master planning and service planning for the site, and to provide for demolition and make-safe works ahead of future development.

Budget Reduction Requests

The following 7 budget lines, totalling \$1,253,302 (\$1,213,302 CAPEX and \$40,000 OPEX), comprise two components.

Three budget lines, totalling \$200,000 (all CAPEX), relate to the reclassification of the School Safety Improvement Package from Capital to Operating Expenditure.

Budget of \$200,000 held across three capital GL codes (7590, 7623 and 7624) is reduced to \$0 and reallocated to operating GL 4776, which is increased by \$160,000 as detailed in the Budget Increase Requests table above.

The reclassification therefore shifts \$200,000 out of Capital Expenditure, of which \$160,000 is reallocated to Operating Expenditure.

The remaining four budget lines, totalling \$1,053,302 (\$1,013,302 CAPEX and \$40,000 OPEX), reflect genuine, permanent reductions identified through the 2026/27 program review, comprising the Reseal Program, Light Vehicle Renewal Program and Recreation Reserve Entrance Signage Renewal Program reductions, together with an operating budget reduction (GL 4920) that fully offsets the new Building Security Renewal Program increase above.

Project	Type	Amount	Justification
School Safety Improvement Package	CAPEX	(\$100,000)	GL 7590 allocation reduced to \$0 and reallocated to GL 4776, reflecting the correct classification of associated works as Operating rather than Capital Expenditure. No change in scope or overall Council expenditure.

FILE NO:
**A COMMUNITY-CENTERED ORGANISATION
FOCUSED ON BEST PRACTICE.**

ITEM NO: 8.10
**(MANAGER INFRASTRUCTURE PLANNING
AND DELIVERY, THOMAS LYLE)**
**(DIRECTOR INFRASTRUCTURE, RACHAEL
GADD)**

2026/27 CARRY FORWARD AND BUDGET ADJUSTMENTS REPORT (cont'd)

School Safety Improvement Package	CAPEX	(\$50,000)	GL 7623 allocation reduced to \$0 and reallocated to GL 4776, reflecting the correct classification of associated works as Operating rather than Capital Expenditure. No change in scope or overall Council expenditure.
School Safety Improvement Package	CAPEX	(\$50,000)	GL 7624 allocation reduced to \$0 and reallocated to GL 4776, reflecting the correct classification of associated works as Operating rather than Capital Expenditure. No change in scope or overall Council expenditure.
Reseal Program 2026/27	CAPEX	(\$693,302)	Following market testing and Council's endorsement of the tender outcome, the 2026/27 program (including final seals) is now expected to require no more than \$1,978,755 against an adopted budget of \$2,672,057, after allowing for contingency and internal labour charges.
Light Vehicle Renewal Program 2026/27	CAPEX	(\$230,000)	Reduction of the per-vehicle budget allocation from \$55,000 to \$45,000, reflecting current fleet replacement costs. This is a genuine, permanent saving with no impact on the fleet renewal schedule.
Recreation Reserve Entrance Signage Renewal Program 2026/27	CAPEX	(\$90,000)	Following market testing, the program budget of \$190,000 can be reduced by \$90,000. This is a genuine, permanent saving with no impact on project scope.
GL 4920 – Operating Budget	OPEX	(\$40,000)	Operating budget reduction to fully offset the \$40,000 increase to the Building Security Renewal Program 2026/27, which funds installation of security systems at the Numurkah and Nathalia Transfer Stations – refer Budget Increase Requests above. No net impact on overall Council expenditure.

Deferral of Works to a Future Financial Year

The following budget line, totalling (\$457,665) (CAPEX), was reviewed and assessed as capable of being deferred, in part, to a future financial year. Deferral reduces the 2026/27 budget requirement and helps offset the budget increase requests set out above; however, unlike a Budget Reduction Request, a deferral is not a permanent saving, and the deferred scope may be required to be re-budgeted in a future financial year.

Project	Type	Amount	Justification
Pavement Renewal Program 2026/27	CAPEX	(\$457,665)	Following further review of the assets under the 2026/27 program, treatments have been downgraded and a portion of works deferred to a future financial year without materially affecting condition renewal outcomes. Dillon Street, Cobram (Broadway Street to Camber Court) (\$708,000) and major patching (\$450,000) are retained in full within the 2026/27 program. The balance of the \$1,920,720 program budget has the capacity to be deferred, freeing capacity to help offset the budget increase requests above; this amount is not a permanent saving and may be required to be re-budgeted in a future year.

5. Council Plan Alignment

Council Plan Pillar	Focus Area
Pillar Five Leading Organisation - A community-centered organisation focused on best practice.	Responsible financial management, transparent reporting and adherence to Council policy.

FILE NO:
**A COMMUNITY-CENTERED ORGANISATION
FOCUSED ON BEST PRACTICE.**

ITEM NO: 8.10
**(MANAGER INFRASTRUCTURE PLANNING
AND DELIVERY, THOMAS LYLE)**
**(DIRECTOR INFRASTRUCTURE, RACHAEL
GADD)**

2026/27 CARRY FORWARD AND BUDGET ADJUSTMENTS REPORT (cont'd)

6. Relevant Council Strategies, Plans and Policies

The following Council Strategies and Plans are relevant to this report:

- [Council Plan](#)
- [Annual Budget](#)
- [Financial Plan](#)
- [Asset Plan 2021-2031](#)
- [Revenue Rating Plan 2025-2029](#)

The following Council Policies are relevant to this report:

- [Asset Management Policy](#)
- [Carry Forward Capital Projects Policy](#)
- [Financial Reserves Policy](#)
- [Procurement Policy](#)
- [Treasury Management Policy](#)

7. Relevant Legislation

- [Local Government Act 2020](#)

8. Financial Considerations

The financial impacts of this report are detailed below, should the recommendation be accepted by Council.

BUDGET IMPACT	No Impact (already included in approved budget)	Low Impact (less than \$20k variance to budget)	Medium Impact (between \$20k and \$100k variance to budget)	High Impact (greater than \$100k variance to budget)
	☒	☐	☐	☐

The total direct cost of implementing the recommendation is a \$7,370,320 increase to the 2026/27 Capital Expenditure Budget, comprising \$7,640,320 in carry forward adjustments, \$1,400,967 in budget increase requests, \$1,213,302 in budget reduction requests and \$457,665 in deferral of works to a future financial year (refer Section 3 and Section 4), resulting in a total capital budget of \$40,935,779. The adjustments also include a \$563,696 increase in Operating Expenditure, comprising \$293,696 in carry forward adjustments, \$310,000 in budget increase requests and \$40,000 in budget reduction requests.

The majority of carry forward adjustments relate to committed 2025/26 works that were either under contract or substantially complete at year end, and do not represent new expenditure or an additional burden on Council's long-term financial plan. The budget increase requests have also been fully offset by reductions (savings) in other budgets, reallocated between Council accounts, and by deferring a program that can be delayed without materially impacting asset renewal outcomes.

FILE NO:
**A COMMUNITY-CENTERED ORGANISATION
FOCUSED ON BEST PRACTICE.**

ITEM NO: 8.10
**(MANAGER INFRASTRUCTURE PLANNING
AND DELIVERY, THOMAS LYLE)**
**(DIRECTOR INFRASTRUCTURE, RACHAEL
GADD)**

2026/27 CARRY FORWARD AND BUDGET ADJUSTMENTS REPORT (cont'd)

9. Resource Considerations

The resource impacts of this report are detailed below, which provide an indication of resource hours required to implement the decision, should the recommendation be accepted by Council.

RESOURCE IMPACT	No Impact (less than 2 hours)	Low Impact (less than 20 hours)	Medium Impact (between 20 and 100 hours)	High Impact (greater than 100 hours)
	☐	☐	☒	☐

Preparation of the carry forward schedule has required the consolidation and reconciliation of end-of-year project expenditure and capitalisation information across Council, review and validation of each proposed budget adjustment, and preparation of the report for Council Briefing and Ordinary Council Meeting consideration.

The approved carry forwards will also result in additional project delivery requirements within the 2026/27 financial year, with relevant resources to be managed alongside the adopted capital works program and existing operational commitments.

10. Risk Appetite

Council's adopted Risk Appetite is 'Guarded'. Council will consider options and choose one that is safe, but also may maximise its ability to innovate, deliver strategic priorities and services, and care for the safety and wellbeing of staff, while also providing an acceptable level of reward and value for the community it serves and for local government.

The following risk tolerances have been predetermined by Council as part of the adopted Risk Appetite Statement and are relevant to the matter being considered by Council as part of this report.

Risk Category	Risk Category Description	Tolerance Rating
Governance	We are committed to good governance and meeting legislated, regulatory and policy requirements and contractual obligations in a consistent and fair manner.	Highly Cautious
Financial	We recognise that Council has a responsibility to ensure that we have sufficient resources now and into the future and that there are financial risks involved in delivering a wide range of services, programs and capital projects.	Cautious
Service Delivery	We recognise there may be levels of risk involved to deliver efficiencies, enhance capabilities and provide services to our community.	Conservative

The recommendation, if accepted, is consistent with the agreed risk tolerance.

11. Community Engagement

Community Engagement is not applicable. This report deals with an internal financial and budget management matter and does not require community engagement under Council's Community Engagement Policy.

FILE NO:
**A COMMUNITY-CENTERED ORGANISATION
FOCUSED ON BEST PRACTICE.**

ITEM NO: 8.10
**(MANAGER INFRASTRUCTURE PLANNING
AND DELIVERY, THOMAS LYLE)**
**(DIRECTOR INFRASTRUCTURE, RACHAEL
GADD)**

2026/27 CARRY FORWARD AND BUDGET ADJUSTMENTS REPORT (cont'd)

12. Advisory Committees

Consultation with other Advisory Committees is not applicable to this report.

13. Gender Impact Assessment

In accordance with the Gender Equality Act 2020, any policies, programs and services that have a direct and significant impact on the public are required to undergo a Gender Impact Assessment. An assessment is not required for this report, as it relates to internal financial and budget administration.

14. Conflict of Interest Declaration

The author of this report and officers associated with its development have no conflicts of interest to declare in the matter being considered.

Attachments

- 1 Carry Forward and Budget Adjustment Summary Table

FILE NO:
A COMMUNITY-CENTERED ORGANISATION
FOCUSED ON BEST PRACTICE.

ITEM NO: 8.10
(MANAGER INFRASTRUCTURE
PLANNING AND DELIVERY, THOMAS
LYLE)
(DIRECTOR INFRASTRUCTURE,
RACHAEL GADD)

2026/27 CARRY FORWARD AND BUDGET ADJUSTMENTS REPORT (cont'd)

ATTACHMENT No [1] - Carry Forward and Budget Adjustment Summary Table

MOIRA SHIRE COUNCIL

2026/27 Carry Forward and Budget Adjustments Report — Attachment

Carry Forward and Budget Adjustment Summary

Project	Type	Carry Forward	Budget Increase / (Reduction)	Total Variance	Total Project Budget Approved 26/27	Revised 26/27 Budget
Barmah Flood Mitigation Strategy	OPEX	\$105,000	\$0	\$105,000	-	\$105,000
Bartrop Bridge	CAPEX	\$75,000	\$0	\$75,000	-	\$75,000
Bourkes Bridge	CAPEX	\$573,100	\$0	\$573,100	-	\$573,100
Bridge Safety Railing Project 2026/27	CAPEX	(\$20,200)	\$0	(\$20,200)	\$464,000	\$443,800
Building Key Register Update	CAPEX	\$41,268	\$0	\$41,268	-	\$41,268
Building Restumping Program 2025/26	CAPEX	\$268,779	\$58,350	\$327,129	-	\$327,129
Building Security Renewal Program 2026/27	CAPEX	\$0	\$40,000	\$40,000	-	\$40,000
Cobram - Hume and Sturt Raised Intersection	CAPEX	(\$10,573)	\$86,142	\$75,569	\$106,400	\$181,969
Cobram - Peach & Benalla Toe Road - Blackspot	CAPEX	\$357,792	\$0	\$357,792	-	\$357,792
Cobram Campbell Road - Blackspot	CAPEX	\$85,265	\$0	\$85,265	-	\$85,265
Cobram East Drainage Strategy	CAPEX	\$56,439	\$0	\$56,439	-	\$56,439
Cobram Hospital - Kerb & Channel	CAPEX	\$100,000	\$0	\$100,000	-	\$100,000
Cobram Scott Lighting	CAPEX	\$105,659	\$75,000	\$180,659	-	\$180,659
Cobram Scott Reserve Pavilion	CAPEX	\$60,221	\$65,336	\$125,557	\$100,332	\$225,889
Cobram South Drainage Strategy	CAPEX	\$135,699	\$0	\$135,699	-	\$135,699
Culvert Renewal Program 2026/27	CAPEX	\$150,000	\$0	\$150,000	\$95,960	\$245,960
DRFA Project	CAPEX	\$300,000	\$0	\$300,000	-	\$300,000
Footpath Renewal Program 2026/27	CAPEX	\$0	\$65,000	\$65,000	\$255,150	\$320,150
GL 4920 – Operating Budget	OPEX	\$0	(\$40,000)	(\$40,000)	\$300,000	\$260,000
Katunga Recreation Reserve Building Refurbishment	CAPEX	\$17,374	\$206,442	\$223,816	\$422,184	\$646,000
Kerb and Channel Program 2026/27	CAPEX	\$91,520	\$0	\$91,520	\$683,600	\$775,120
Light Vehicle Renewal Program 2026/27	CAPEX	\$0	(\$230,000)	(\$230,000)	\$1,265,000	\$1,035,000
Marine Drive - Stormwater Fence System (New Allocation)	CAPEX	\$0	\$100,000	\$100,000	-	\$100,000
Municipal Buildings Renewal Program 2026/27	CAPEX	\$0	\$65,000	\$65,000	\$534,500	\$599,500
Nathalia Pearce Street Pedestrian Improvement	CAPEX	(\$13,709)	\$146,251	\$132,542	\$125,758	\$258,300
Numurkah Asbestos Removal	OPEX	\$188,696	\$0	\$188,696	-	\$188,696

FILE NO:
A COMMUNITY-CENTERED ORGANISATION
FOCUSED ON BEST PRACTICE.

ITEM NO: 8.10
(MANAGER INFRASTRUCTURE
PLANNING AND DELIVERY, THOMAS
LYLE)
(DIRECTOR INFRASTRUCTURE,
RACHAEL GADD)

2026/27 CARRY FORWARD AND BUDGET ADJUSTMENTS REPORT (cont'd)

ATTACHMENT No [1] - Carry Forward and Budget Adjustment Summary Table

MOIRA SHIRE COUNCIL

2026/27 Carry Forward and Budget Adjustments Report — Attachment

Project	Type	Carry Forward	Budget Increase / (Reduction)	Total Variance	Total Project Budget Approved 26/27	Revised 26/27 Budget
Numurkah Levee - Stage 1	CAPEX	\$707,406	\$0	\$707,406	-	\$707,406
Numurkah Road Safety Improvement - Melville Street	CAPEX	\$14,576	\$0	\$14,576	\$131,950	\$146,526
Open Spaces Furniture Renewal Program 2026/27	CAPEX	\$0	\$40,000	\$40,000	\$35,000	\$75,000
Pavement Renewal Program 2026/27	CAPEX	\$1,408,130	(\$457,665)	\$950,465	\$1,920,720	\$2,871,185
Plant New Purchases 2026/27	CAPEX	\$740,905	\$0	\$740,905	-	\$740,905
Recreation Reserve Entrance Signage Renewal	CAPEX	\$88,072	(\$90,000)	(\$1,928)	\$95,218	\$93,290
Reseal Program 2026/27	CAPEX	\$0	(\$693,302)	(\$693,302)	\$2,648,640	\$1,955,338
School Safety Improvement Package	CAPEX & OPEX	\$0	(\$40,000)	(\$40,000)	\$240,000	\$200,000
Shannon Court Drainage Investigation and Upgrade	CAPEX	\$33,330	\$0	\$33,330	\$140,682	\$174,012
Strathmerton - Labuan Road Blackspot	CAPEX	\$213,405	\$0	\$213,405	-	\$213,405
Wilby Recreation Reserve Pedestrian Bridge	CAPEX	\$200,898	\$35,000	\$235,898	-	\$235,898
Yarrawonga Hume and Piper Intersection Roundabout	CAPEX	\$215,618	\$100,000	\$315,618	\$315,000	\$630,618
Yarrawonga Library	CAPEX	(\$187,062)	\$318,446	\$131,384	\$1,250,000	\$1,381,384
Yarrawonga Multisport Stadium	CAPEX	\$1,466,359	\$0	\$1,466,359	\$7,901,874	\$9,368,233
Yarrawonga Shire Hall - Design and Upgrade	CAPEX	\$301,708	\$0	\$301,708	\$200,000	\$501,708
Yarrawonga Tom St Precinct Redevelopment	CAPEX & OPEX	\$36,234	\$150,000	\$186,234	\$758,000	\$944,234
Yarrawonga Victoria Park Integrated Water Management Upgrade	CAPEX	\$27,107	\$0	\$27,107	\$150,000	\$177,107

FILE NO:
HEALTHY, SAFE, WELL SERVICED AND
CONNECTED COMMUNITIES.

ITEM NO: 8.11
(VISITOR INFORMATION SERVICES
OFFICER, LEAH MCGRATH)
(MANAGER ECONOMIC DEVELOPMENT
AND TOURISM, STEPHEN PYKETT)
(DIRECTOR COMMUNITY, SCOTT
WILLIAMS)

DISBANDMENT OF THE BARMAH FOREST HERITAGE AND EDUCATION CENTRE ADVISORY COMMITTEE

Officer Recommendation

That Council:

1. disband the Barmah Forest Heritage and Education Centre Advisory Committee;
2. authorise the Chief Executive Officer, or delegate, to notify all Advisory Committee members of the disbandment in writing in accordance with Council's obligations;
3. acknowledge and formally thank all Advisory Committee members for their dedication, commitment, and valuable contribution to the Barmah Forest Heritage and Education Centre and the broader Moira Shire community; and
4. delegate authority to the Chief Executive Officer, or delegate, to endorse a Terms of Reference to establish a Friends of the Barmah Forest Heritage and Education Centre group to support the ongoing activation and community engagement of the Centre.

1. Purpose

The purpose of this report is to seek Council resolution to disband the Barmah Forest Heritage and Education Centre Advisory Committee (the Advisory Committee).

2. Background

The Barmah Forest Heritage and Education Centre Advisory Committee was established by Council resolution, and its Terms of Reference were adopted on 28 February 2024.

The Advisory Committee was formed to provide Council with information and community input about potential and future uses of the Barmah Forest Heritage and Education Centre.

Key reasons for its formation included:

- To assist Council with planning for the continuance of usage of the Centre
- To support potential expansion of programs, updates and maintenance to the Centre
- To provide a structured mechanism for community and stakeholder input into the Centre's future direction

FILE NO:
HEALTHY, SAFE, WELL SERVICED AND
CONNECTED COMMUNITIES.

ITEM NO: 8.11
(VISITOR INFORMATION SERVICES
OFFICER, LEAH MCGRATH)
(MANAGER ECONOMIC DEVELOPMENT
AND TOURISM, STEPHEN PYKETT)
(DIRECTOR COMMUNITY, SCOTT
WILLIAMS)

DISBANDMENT OF THE BARMAH FOREST HERITAGE AND EDUCATION CENTRE ADVISORY COMMITTEE (cont'd)

The role of the Advisory Committee included:

- Providing feedback to Council on relevant strategies and plans affecting the Centre
- Advising Council on exhibition and interpretive content, and any alterations or improvements to exhibits
- Providing consideration and recommendations on any temporary exhibits for display
- Advising in relation to artefacts that may be offered to the Centre from time to time
- Advising on structural improvements and alterations to the Centre
- Advising on programs and activities delivered at the Centre
- Advising on opportunities for community volunteers within the Centre, at Council's discretion

It is noted that the library component of the precinct was not within the Advisory Committee's remit, as that component is managed by Goulburn Valley Libraries.

Following consultation, the Advisory Committee formally resolved to request that the Advisory Committee be disbanded in preference for a 'Friends of' group model. This resolution was made at a meeting held on Thursday 2 July 2026.

The Terms of Reference provided Council with the power to terminate the services of the Advisory Committee at any time (Section 10), and made reference to a sunset end date upon which the Committee would be disbanded (Section 11.1).

Should Council resolve to disband the Advisory Committee, it is proposed that the Chief Executive Officer, or delegate, be authorised to endorse a Terms of Reference to establish a Friends of the Barmah Forest Heritage and Education Centre group.

A Friends of group model is a well-established mechanism for sustaining community connection and volunteer engagement with heritage and cultural facilities. Unlike a formal Advisory Committee, a Friends of group operates informally and is community-led, providing flexibility for members to support the Centre through volunteering, promotion, and programming assistance.

To facilitate the transition, Council will advertise an Expression of Interest to seek community members for the Friends of group, and existing Advisory Committee members will also be invited to participate. The transition will be coordinated by the responsible officer for the Centre, with the Friends of group anticipated to be established immediately following the disbandment of the Advisory Committee.

Council's ongoing relationship with the group would be maintained through the responsible officer, ensuring community input continues to inform the Centre's operations and future direction without the administrative obligations associated with a formal advisory committee structure.

FILE NO:
HEALTHY, SAFE, WELL SERVICED AND
CONNECTED COMMUNITIES.

ITEM NO: 8.11
(VISITOR INFORMATION SERVICES
OFFICER, LEAH MCGRATH)
(MANAGER ECONOMIC DEVELOPMENT
AND TOURISM, STEPHEN PYKETT)
(DIRECTOR COMMUNITY, SCOTT
WILLIAMS)

DISBANDMENT OF THE BARMAH FOREST HERITAGE AND EDUCATION CENTRE ADVISORY COMMITTEE (cont'd)

3. Council Plan Alignment

Council Plan Pillar	Focus Area
Pillar One Community - Healthy, safe, well serviced and connected communities.	Community leadership & volunteering

4. Relevant Council Strategies, Plans and Policies

The following Council Strategies and Plans are relevant to this report:

- [Council Plan](#)
- [Annual Budget](#)
- [Arts and Culture Strategy 2020 - 2026](#)
- [Economic Development Strategy 2026-2029](#)
- [Tourism Plan 2022-2026](#)

The following Council Policies are relevant to this report:

- [Community Engagement Policy](#)
- [Governance Rules](#)
- [Public Transparency Policy](#)

5. Relevant Legislation

- [Local Government Act 2020](#)
- [Local Government \(Moirā Shire Council\) Act 2023](#)

6. Financial Considerations

The financial impacts of this report are detailed below, should the recommendation be accepted by Council.

BUDGET IMPACT	No Impact (already included in approved budget)	Low Impact (less than \$20k variance to budget)	Medium Impact (between \$20k and \$100k variance to budget)	High Impact (greater than \$100k variance to budget)
	☒	☐	☐	☐

FILE NO:
**HEALTHY, SAFE, WELL SERVICED AND
CONNECTED COMMUNITIES.**

ITEM NO: 8.11
**(VISITOR INFORMATION SERVICES
OFFICER, LEAH MCGRATH)**
**(MANAGER ECONOMIC DEVELOPMENT
AND TOURISM, STEPHEN PYKETT)**
**(DIRECTOR COMMUNITY, SCOTT
WILLIAMS)**

DISBANDMENT OF THE BARMAH FOREST HERITAGE AND EDUCATION CENTRE ADVISORY COMMITTEE (cont'd)

7. Resource Considerations

The resource impacts of this report are detailed below, which provide an indication of resource hours required to implement the decision, should the recommendation be accepted by Council.

RESOURCE IMPACT	No Impact (less than 2 hours)	Low Impact (less than 20 hours)	Medium Impact (between 20 and 100 hours)	High Impact (greater than 100 hours)
	☒	☐	☐	☐

8. Risk Appetite

Moirā Shire Council's adopted Risk Appetite is 'Guarded'. Council will consider options and choose one that is safe, but also may maximise its ability to innovate, deliver strategic priorities and services, and care for the safety and wellbeing of staff, while also providing an acceptable level of reward and value for the community it serves and for local government.

The following risk tolerances have been predetermined by Council as part of the adopted Risk Appetite Statement and are relevant to the matter being considered by Council as part of this report.

Risk Category	Risk Category Description	Tolerance Rating
Trust & Reputation	We recognise the importance of protecting our reputation and advocating for the needs of our community and local economy. We understand that negative publicity or community reactions may occur where there are competing priorities and interests in the community.	Cautious
Governance	We are committed to good governance and meeting legislated, regulatory and policy requirements and contractual obligations in a consistent and fair manner.	Highly Cautious
Service Delivery	We recognise there may be levels of risk involved to deliver efficiencies, enhance capabilities and provide services to our community.	Conservative

The recommendation, if accepted, is consistent with the agreed risk tolerance.

9. Community Engagement

Council's engagement commitment in relation to this report is COLLABORATE on the International Association of Public Participation (IAP2) Engagement Spectrum as embedded within Council's Community Engagement Policy.

FILE NO:
HEALTHY, SAFE, WELL SERVICED AND
CONNECTED COMMUNITIES.

ITEM NO: 8.11
(VISITOR INFORMATION SERVICES
OFFICER, LEAH MCGRATH)
(MANAGER ECONOMIC DEVELOPMENT
AND TOURISM, STEPHEN PYKETT)
(DIRECTOR COMMUNITY, SCOTT
WILLIAMS)

DISBANDMENT OF THE BARMAH FOREST HERITAGE AND EDUCATION CENTRE ADVISORY COMMITTEE (cont'd)

The Advisory Committee formally resolved to request disbandment in preference for a Friends of Group model at its meeting on 2 July 2026, and Council has adopted this recommendation.

All Advisory Committee members will be formally notified of the Council resolution in writing by the CEO, or delegate, following the meeting.

10. Advisory Committees

Consultation with other Advisory Committees is not applicable.

11. Gender Impact Assessment

In accordance with the *Gender Equality Act 2020* any policies, programs and services that have a direct and significant impact on the public are required to undergo a Gender Impact Assessment. An assessment is not required for this report.

12. Conflict of Interest Declaration

The author of this report and officers associated with its development have no conflicts of interest to declare in the matter being considered.

Attachments

Nil

FILE NO:
**A COMMUNITY-CENTERED ORGANISATION
FOCUSED ON BEST PRACTICE.**

ITEM NO: 9.1
**(GOVERNANCE SUPPORT OFFICER,
RACHEL CREAK)**
**(GOVERNANCE AND RISK COORDINATOR,
NATALIE EVANS)**
**(MANAGER GOVERNANCE, RISK AND
PERFORMANCE, AMANDA FINN)**
**(DIRECTOR CORPORATE PERFORMANCE,
PETER CANNIZZARO)**

AUDIT AND RISK COMMITTEE MEETING UNCONFIRMED MINUTES - 16 JULY 2026

Officer Recommendation

That Council:

1. receive and note the unconfirmed minutes of the Audit and Risk Committee meeting held on 16 July 2026, included in confidential Attachment 1; and
2. note that any substantive changes arising from confirmation of the minutes will be reported to Council.

1. Purpose

The purpose of this report is for Council to note the unconfirmed minutes of the Audit and Risk Committee Meeting held on 16 July 2026, included as confidential Attachment 1.

2. Background

The Audit and Risk Committee considered the following items at the 16 July 2026 meeting:

- 2025/26 External Audit – Interim Management Letter (Crowe, VAGO Audit Service Provider)
- Biannual Audit and Risk Committee Report – January to June 2026
- Audit and Risk Committee – Annual Self-Assessment
- OHS Improvement Plan Progress Report
- Review of Internal Audit Program and Effectiveness of Function
- Strategic Internal Audit Plan Update including Industry Update
- Draft Strategic Internal Audit Plan 2027–2029
- Internal Audit Report – Asset Acquisition and Disposal Review Investigation
- Internal Audit Action Status Report
- Adoption of Financial Governance Policies – Administration of External Grants Policy and Financial Reserves Policy
- 2026–27 Long-Term Financial Plan Projections Update
- Risk Management Report
- Review of Risk Appetite Statement and Strategic Risk Profile
- Prudential Review – Yarrawonga Primary School Site
- Quarterly Incident, Claims and Litigation Report
- Report on Specific Fraud Exposures
- Policy Register Report
- Compliance Monitoring Report
- Election of the Audit and Risk Committee Chairperson

3. Council Plan Alignment

Pillar Five Leading Organisation - A community-centered organisation focused on best practice.

FILE NO:
A COMMUNITY-CENTERED ORGANISATION
FOCUSED ON BEST PRACTICE.

ITEM NO: 9.1
(GOVERNANCE SUPPORT OFFICER,
RACHEL CREAK)
(GOVERNANCE AND RISK COORDINATOR,
NATALIE EVANS)
(MANAGER GOVERNANCE, RISK AND
PERFORMANCE, AMANDA FINN)
(DIRECTOR CORPORATE PERFORMANCE,
PETER CANNIZZARO)

AUDIT AND RISK COMMITTEE MEETING UNCONFIRMED MINUTES - 16 JULY 2026 (cont'd)

4. Relevant Council Strategies, Plans and Policies

The following Council Strategies and Plans are relevant to this report:

- [Council Plan](#)
- [Audit & Risk Committee Charter](#)

The following Council Policies are relevant to this report:

- [Governance Framework](#)
- [Risk Management Framework](#)

5. Relevant Legislation

- [Local Government Act 2020](#)
- [Local Government \(Moirā Shire Council\) Act 2023](#)

6. Financial Considerations

The financial impacts of this report are detailed below, should the recommendation be accepted by Council.

BUDGET IMPACT	No Impact (already included in approved budget)	Low Impact (less than \$20k variance to budget)	Medium Impact (between \$20k and \$100k variance to budget)	High Impact (greater than \$100k variance to budget)
	☒	☐	☐	☐

7. Resource Considerations

The resource impacts of this report are detailed below, which provides an indication of resource hours required to implement the decision, should the recommendation be accepted by Council.

RESOURCE IMPACT	No Impact (less than 2 hours)	Low Impact (less than 20 hours)	Medium Impact (between 20 and 100 hours)	High Impact (greater than 100 hours)
	☐	☒	☐	☐

FILE NO:
**A COMMUNITY-CENTERED ORGANISATION
FOCUSED ON BEST PRACTICE.**

ITEM NO: 9.1
**(GOVERNANCE SUPPORT OFFICER,
RACHEL CREAK)**
**(GOVERNANCE AND RISK COORDINATOR,
NATALIE EVANS)**
**(MANAGER GOVERNANCE, RISK AND
PERFORMANCE, AMANDA FINN)**
**(DIRECTOR CORPORATE PERFORMANCE,
PETER CANNIZZARO)**

**AUDIT AND RISK COMMITTEE MEETING UNCONFIRMED MINUTES - 16 JULY
2026 (cont'd)**

8. Risk Appetite

Moir Shire Council's adopted Risk Appetite is 'Guarded'. Council will consider options and choose one that is safe, but also may maximise its ability to innovate, deliver strategic priorities and services, and care for the safety and wellbeing of staff, while also providing an acceptable level of reward and value for the community it serves and for local government.

The following risk tolerances have been predetermined by Council as part of the adopted Risk Appetite Statement and are relevant to the matter being considered by Council as part of this report.

Risk Category	Risk Category Description	Tolerance Rating
Health and Safety	We are committed to providing a safe workplace and physical environments for all staff, Administrators, contractors, visitors and the community	Highly Cautious
People & Culture	We are committed to providing a positive working environment and attracting and retaining skilled and competent staff. We will not accept misconduct or continued employee underperformance.	Highly Cautious
Trust & Reputation	We recognise the importance of protecting our reputation and advocating for the needs of our community and local economy. We understand that negative publicity or community reactions may occur where there are competing priorities and interests in the Community.	Cautious
Governance	We are committed to good governance and meeting legislated, regulatory and policy requirements and contractual obligations in a consistent and fair manner.	Highly Cautious
Information Management	We are committed to protecting our assets contained within our ICT systems and services, through the application of appropriate internal controls, a cyber-aware workforce, effective governance, timely remediation of identified control weaknesses, persistent review of the external threat landscape and consistent management of our third-party providers.	Conservative
Cyber Security	We are committed to safeguarding Council from both external and internal threats (including financial extortion), misuse, modification and unintended damage.	Highly Cautious

The recommendation, if accepted, is consistent with the agreed risk tolerance.

FILE NO:
A COMMUNITY-CENTERED ORGANISATION
FOCUSED ON BEST PRACTICE.

ITEM NO: 9.1
(GOVERNANCE SUPPORT OFFICER,
RACHEL CREAK)
(GOVERNANCE AND RISK COORDINATOR,
NATALIE EVANS)
(MANAGER GOVERNANCE, RISK AND
PERFORMANCE, AMANDA FINN)
(DIRECTOR CORPORATE PERFORMANCE,
PETER CANNIZZARO)

**AUDIT AND RISK COMMITTEE MEETING UNCONFIRMED MINUTES - 16 JULY
2026 (cont'd)**

9. Community Engagement

Community Engagement is not applicable.

10. Advisory Committees

Consultation with other Advisory Committees is not applicable.

11. Gender Impact Assessment

A Gender Impact Assessment is not required for this report.

12. Conflict of Interest Declaration

The author of this report and officers associated with its development have no conflicts of interest to declare in the matter being considered.

Attachments

- 1 Unconfirmed Minutes - Audit & Risk Committee - 16 July 2026 - *Confidential*

FILE NO:
A COMMUNITY-CENTERED ORGANISATION
FOCUSED ON BEST PRACTICE.

ITEM NO: 9.2
(MANAGER GOVERNANCE, RISK AND
PERFORMANCE, AMANDA FINN)
(DIRECTOR CORPORATE PERFORMANCE,
PETER CANNIZZARO)

AUDIT AND RISK COMMITTEE BIENNIAL AUDIT AND RISK REPORT JANUARY TO JUNE 2026

Officer Recommendation

That Council receive and note the Audit and Risk Committee Biannual Audit and Risk Report for 1 January to 30 June 2026, as shown in confidential Attachment 1 and prepared in accordance with section 54(5) of the *Local Government Act 2020*.

1. Purpose

The purpose of this report is for Council to receive and note the Biannual Audit and Risk Report for January to June 2026 as required under the *Local Government Act 2020*.

2. Background

In accordance with section 54(5) of the *Local Government Act 2020*, the Audit and Risk Committee has prepared a Biannual Audit and Risk Report that describes the activities of the Audit and Risk Committee for the period January to June 2026 including findings and recommendations.

The Biannual Audit and Risk Report has been included as Attachment 1 and is tabled in accordance with section 54(5)(b) of the *Local Government Act 2020*.

3. Council Plan Alignment

Council Plan Pillar

Pillar Five Leading Organisation - A community-centered organisation focused on best practice.

4. Relevant Council Strategies, Plans and Policies

The following Council Strategies and Plans are relevant to this report:

- [Council Plan](#)
- [Annual Budget](#)
- [Financial Plan](#)

The following Council Policies are relevant to this report:

- [Governance Framework](#)

5. Relevant Legislation

- [Local Government Act 2020](#)
- [Local Government \(Moira Shire Council\) Act 2023](#)

FILE NO:
**A COMMUNITY-CENTERED ORGANISATION
FOCUSED ON BEST PRACTICE.**

ITEM NO: 9.2
**(MANAGER GOVERNANCE, RISK AND
PERFORMANCE, AMANDA FINN)**
**(DIRECTOR CORPORATE PERFORMANCE,
PETER CANNIZZARO)**

**AUDIT AND RISK COMMITTEE BIENNIAL AUDIT AND RISK REPORT JANUARY
TO JUNE 2026 (cont'd)**

6. Financial Considerations

The financial impacts of this report are detailed below, should the recommendation be accepted by Council.

BUDGET IMPACT	No Impact (already included in approved budget)	Low Impact (less than \$20k variance to budget)	Medium Impact (between \$20k and \$100k variance to budget)	High Impact (greater than \$100k variance to budget)
	☒	☐	☐	☐

7. Resource Considerations

The resource impacts of this report are detailed below, which provide an indication of resource hours required to implement the decision, should the recommendation be accepted by Council.

RESOURCE IMPACT	No Impact (less than 2 hours)	Low Impact (less than 20 hours)	Medium Impact (between 20 and 100 hours)	High Impact (greater than 100 hours)
	☒	☐	☐	☐

8. Risk Appetite

Moirā Shire Council's adopted Risk Appetite is 'Guarded'. Council will consider options and choose one that is safe, but also may maximise its ability to innovate, deliver strategic priorities and services, and care for the safety and wellbeing of staff, while also providing an acceptable level of reward and value for the community it serves and for local government.

The following risk tolerances have been predetermined by Council as part of the adopted Risk Appetite Statement and are relevant to the matter being considered by Council as part of this report.

Risk Category	Risk Category Description	Tolerance Rating
Governance	We are committed to good governance and meeting legislated, regulatory and policy requirements and contractual obligations in a consistent and fair manner.	Highly Cautious

The recommendation, if accepted, is consistent with the agreed risk tolerance.

9. Community Engagement

Community Engagement is not applicable.

10. Advisory Committees

Consultation with other Advisory Committees is not applicable.

FILE NO:
A COMMUNITY-CENTERED ORGANISATION
FOCUSED ON BEST PRACTICE.

ITEM NO: 9.2
(MANAGER GOVERNANCE, RISK AND
PERFORMANCE, AMANDA FINN)
(DIRECTOR CORPORATE PERFORMANCE,
PETER CANNIZZARO)

**AUDIT AND RISK COMMITTEE BIENNIAL AUDIT AND RISK REPORT JANUARY
TO JUNE 2026 (cont'd)**

11. Gender Impact Assessment

In accordance with the *Gender Equality Act 2020* any policies, programs and services that have a direct and significant impact on the public are required to undergo a Gender Impact Assessment. An assessment is not required for these documents.

12. Conflict of Interest Declaration

The author of this report and officers associated with its development have no conflicts of interest to declare in the matter being considered.

Attachments

- 1 Audit and Risk Committee Biannual Audit and Risk Report - January to June 2026 -
confidential

FILE NO:
**A COMMUNITY-CENTERED ORGANISATION
FOCUSED ON BEST PRACTICE.**

ITEM NO: 9.3
**(EXECUTIVE ASSISTANT TO THE CHIEF
EXECUTIVE OFFICER, ROBYN BONADDIO)**
**(CHIEF EXECUTIVE OFFICER, MATTHEW
MORGAN)**

MUNICIPAL ASSOCIATION OF VICTORIA DELEGATES REPORT

Officer Recommendation

That Council note the MAV Delegates Report for the period of April to June 2026.

1. Purpose

The purpose of this report is to provide Council with a quarterly summary of the work of the Municipal Association of Victoria (MAV) for the period of April to June 2026.

2. Background

MAV Overview

The Municipal Association of Victoria (MAV) is the peak body representing Victoria's 79 local councils. It plays a central role in supporting, advocating for, and strengthening the local government sector across the state. MAV works to influence other levels of government, coordinate sector-wide priorities, and build council capability to respond to current and emerging challenges.

MAV Delegate Engagement

The MAV Delegate Engagement Framework ensures delegates are equipped to represent their councils, participate in State Council, contribute to shaping MAV policy directions and have regard for the MAV protocols.

In the April – June quarter the following delegate engagement events occurred:

- MAV May State Council
- MAV Delegate Connect Session
- MAV National General Assembly Session
- ALGA National General Assembly

State Council

State Council is the MAV's overarching governing body, comprising all appointed delegates from participating member councils. It meets twice each calendar year, bringing together delegates from member councils across metropolitan, regional and rural Victoria to debate and vote on motions that set the sector's collective advocacy and policy priorities.

The May 2026 meeting was delivered against the backdrop of an upcoming November State Election, which heightened interest in a number of the motions before the forum, to form the policy direction of the MAV in alignment with the MAV Strategic Plan (2024–2027).

The May State Council again demonstrated the strength of the sector when it united to advance shared priorities ahead of the 2026 State Election. Key highlights included:

- 170+ event attendees
- 84 motions considered
- 83 resolutions passed

FILE NO:
A COMMUNITY-CENTERED ORGANISATION
FOCUSED ON BEST PRACTICE.

ITEM NO: 9.3
(EXECUTIVE ASSISTANT TO THE CHIEF
EXECUTIVE OFFICER, ROBYN BONADDIO)
(CHIEF EXECUTIVE OFFICER, MATTHEW
MORGAN)

MUNICIPAL ASSOCIATION OF VICTORIA DELEGATES REPORT (cont'd)

The MAV *State of the Sector* report highlights key resolutions that shape the advocacy agenda for MAV on behalf of the sector. Many priorities raised at the May 2026 State Council directly align with the MAV's *The Future is Local* 2026 State Election Campaign and its five key pillars:

- Connected Housing
- Safe and Cohesive Communities
- Safer Roads and Local Transport Connections
- Energy Transition through Community Legacy Benefit Sharing
- Securing the Future of Local Government

These priorities, together with the resolutions of this State Council, provide a clear roadmap for the next State Government to partner with councils in delivering local solutions to statewide challenges.

National General Assembly

The MAV is continuing to strengthen how Victoria engages at the national level through ALGA and the National General Assembly, held from 22–26 June 2026. This is about ensuring Victorian priorities are not only represented, but strategically aligned with the broader Federal advocacy platform, *Make Good Happen*

The alignment of motions, advocacy priorities and engagement activities resulted in a more coordinated and influential Victorian voice nationally. Victoria contributed significantly to the National General Assembly

- 93 of 388 single motions, representing 24.0% of all single motions nationally
- 41 of 144 combined motions, representing 28.5% of all combined motions nationally
- 134 of 532 total motions, accounting for 25.2% of all motions nationally

Whilst in Canberra for the National General Assembly, Victorian Delegates also participated in MAV hosted events including the MAVLab Welcome Delegation, 2026 National Coastal Advocacy Roundtable and Back Your Neighbour Campaign.

MAV Regional Meetings

Regional Meetings will be held across the 10 MAV regions in July, bringing together Mayors, MAV Delegates and CEOs. These meetings provide a forum to strengthen regional collaboration, discuss shared challenges and priorities, and coordinate advocacy positions, including the development of State Council motions.

MAV Advocacy Initiatives

The Future Is Local: MAV 2026 State Election Campaign

The Municipal Association of Victoria has launched its 2026 State Election Campaign with a clear message to MPs and candidates: *The Future is Local. The Time is Now.*

FILE NO:
**A COMMUNITY-CENTERED ORGANISATION
FOCUSED ON BEST PRACTICE.**

ITEM NO: 9.3
**(EXECUTIVE ASSISTANT TO THE CHIEF
EXECUTIVE OFFICER, ROBYN BONADDIO)**
**(CHIEF EXECUTIVE OFFICER, MATTHEW
MORGAN)**

MUNICIPAL ASSOCIATION OF VICTORIA DELEGATES REPORT (cont'd)

Victorian communities are facing rapid and complex change, and councils are on the frontline of both responding now and preparing for the future. They are first responders in times of crisis and long-term partners in community recovery, resilience, and innovation.

Communities are feeling the pressure of climate impacts, rising costs, digital disruption and demographic shifts. And when these pressures intensify, people turn to their local council. All 79 Victorian councils have come together to identify five statewide priorities communities say matter most:

Priority	Theme
Connected Housing	Growing Futures
Safe and Cohesive Communities	Local Futures
Safer Roads and Local Transport Connections	Productive Futures
Community Legacy Benefit Sharing	Regenerative Futures
Securing the Future of Local Government	Transformative Futures

These priorities form a blueprint for a stronger, fairer, and more resilient Victoria. Councils are ready to work with the next State Government to deliver local solutions to global challenges.
Sector Submissions

The MAV advocates on behalf of the local government sector by participating in consultations and contributing to strategy development, discussion papers and proposed changes to legislation. In the April to June quarter the MAV represented the views of the local government sector via the following sector submissions:

- Productivity Commission Inquiry into Housing Supply Regulation
- National Disability Insurance Scheme Amendment (Securing the NDIS for Future Generations) Bill 2026
- Inquiry into Racism, Hate and Violence directed at Aboriginal and Torres Strait Islander People
- Inquiry into anti-LGBTIQ+ Hate Crimes in Victoria
- Parliamentary Inquiry into the 2026 Summer Fires across Victoria

Measuring MAV Progress and Performance

Strategic Plan Implementation

MAV's work is framed by its strategic plan *Shaping Our Future (2024–2027)*, which identifies ten key strategic directions reflecting what matters most to Victorian communities. The plan focuses on enabling councils to create sustainable, resilient futures through evidence-based research, strong collaboration, and sector-wide leadership.

To measure progress, MAV supports transparent reporting on strategic actions, 95% of which are either completed or underway, with an 84% confidence level for completion at end of financial year and 16% carrying over into 2026/27.

Progress of State Council Motions

The MAV has introduced the State Council Resolution Dashboard to strengthen monitoring and reporting of the implementation of State Council resolutions. The Dashboard provides councils

FILE NO:
**A COMMUNITY-CENTERED ORGANISATION
FOCUSED ON BEST PRACTICE.**

ITEM NO: 9.3
**(EXECUTIVE ASSISTANT TO THE CHIEF
EXECUTIVE OFFICER, ROBYN BONADDIO)**
**(CHIEF EXECUTIVE OFFICER, MATTHEW
MORGAN)**

MUNICIPAL ASSOCIATION OF VICTORIA DELEGATES REPORT (cont'd)

with clear visibility of which resolutions have been actioned and which are currently in progress. This improves visibility of the status of the 144 State Council motions, of which:

- 50% are currently completed
- 50% are currently in progress

Motions from the 29 May 2026 State Council will be included in the Dashboard from July, with progress updated quarterly.

3. Council Plan Alignment

Council Plan Pillar	Focus Area
Pillar Five Leading Organisation - A community-centered organisation focused on best practice.	Advocate strongly for our Community

This report supports the Leading Organisation pillar of the Moira Shire Council Plan 2025–2029, which has a strategic goal of being a community-centred organisation focused on best practice. The Advocate strongly for our community focus area directly aligns with Moira's participation in MAV delegate activities, State Council, and national forums — as evidenced by the strategic indicators of measuring the number of meetings with state and federal government representatives and the number of successful advocacy outcomes.

4. Relevant Council Strategies, Plans and Policies

The following Council Strategies and Plans are relevant to this report:

- [Council Plan](#)

The following Council Policies are relevant to this report:

- [Community Engagement Policy](#)

5. Relevant Legislation

- [Local Government Act 2020](#)
- [Municipal Association Act 1907](#)

6. Financial Considerations

The financial impacts of this report are detailed below, should the recommendation be accepted by Council.

BUDGET IMPACT	No Impact (already included in approved budget)	Low Impact (less than \$20k variance to budget)	Medium Impact (between \$20k and \$100k variance to budget)	High Impact (greater than \$100k variance to budget)
	☒	☐	☐	☐

FILE NO:
**A COMMUNITY-CENTERED ORGANISATION
FOCUSED ON BEST PRACTICE.**

ITEM NO: 9.3
**(EXECUTIVE ASSISTANT TO THE CHIEF
EXECUTIVE OFFICER, ROBYN BONADDIO)**
**(CHIEF EXECUTIVE OFFICER, MATTHEW
MORGAN)**

MUNICIPAL ASSOCIATION OF VICTORIA DELEGATES REPORT (cont'd)

Council's annual MAV membership subscription is included within the approved budget under the Corporate Governance operating expenditure. This report is for noting purposes only and does not give rise to any additional financial commitments beyond the existing membership.

7. Resource Considerations

The resource impacts of this report are detailed below, which provide an indication of resource hours required to implement the decision, should the recommendation be accepted by Council.

RESOURCE IMPACT	No Impact (less than 2 hours)	Low Impact (less than 20 hours)	Medium Impact (between 20 and 100 hours)	High Impact (greater than 100 hours)
	☐	☒	☐	☐

8. Risk Appetite

Moira Shire Council's adopted Risk Appetite is 'Guarded'. Council will consider options and choose one that is safe, but also may maximise its ability to innovate, deliver strategic priorities and services, and care for the safety and wellbeing of staff, while also providing an acceptable level of reward and value for the community it serves and for local government.

The following risk tolerances have been predetermined by Council as part of the adopted Risk Appetite Statement and are relevant to the matter being considered by Council as part of this report.

Risk Category	Risk Category Description	Tolerance Rating
People & Culture	We are committed to providing a positive working environment and attracting and retaining skilled and competent staff. We will not accept misconduct or continued employee underperformance.	Highly Cautious
Trust & Reputation	We recognise the importance of protecting our reputation and advocating for the needs of our community and local economy. We understand that negative publicity or community reactions may occur where there are competing priorities and interests in the community.	Cautious
Governance	We are committed to good governance and meeting legislated, regulatory and policy requirements and contractual obligations in a consistent and fair manner.	Highly Cautious

The recommendation, if accepted, is consistent with the agreed risk tolerance.

9. Community Engagement

MAV Advocacy activities are undertaken at a sector level on behalf of all Victorian Councils and their communities therefore cCommunity Engagement is not applicable.

FILE NO:
A COMMUNITY-CENTERED ORGANISATION
FOCUSED ON BEST PRACTICE.

ITEM NO: 9.3
(EXECUTIVE ASSISTANT TO THE CHIEF
EXECUTIVE OFFICER, ROBYN BONADDIO)
(CHIEF EXECUTIVE OFFICER, MATTHEW
MORGAN)

MUNICIPAL ASSOCIATION OF VICTORIA DELEGATES REPORT (cont'd)

10. Advisory Committees

Consultation with other Advisory Committees is not applicable.

11. Gender Impact Assessment

In accordance with the *Gender Equality Act 2020* any policies, programs and services that have a direct and significant impact on the public are required to undergo a Gender Impact Assessment. An assessment is not required for this report.

12. Conflict of Interest Declaration

The author of this report and officers associated with its development have no conflicts of interest to declare in the matter being considered.

Attachments

Nil

FILE NO:
**A COMMUNITY-CENTERED ORGANISATION
FOCUSED ON BEST PRACTICE.**

ITEM NO: 9.4
**(MANAGER GOVERNANCE, RISK AND
PERFORMANCE, AMANDA FINN)**
**(DIRECTOR CORPORATE PERFORMANCE,
PETER CANNIZZARO)**

AUDIT AND RISK COMMITTEE - ANNUAL SELF ASSESSMENT

Officer Recommendation

That Council receive and note the Audit and Risk Committee Annual Self-Assessment Report and the related attachment, presented in confidential Attachment 1, of its performance against the Audit and Risk Committee Charter, in accordance with section 54 (4)(a) of the *Local Government Act 2020*.

1. Purpose

The purpose of this report is to table the results of the Annual Self-Assessment conducted by the Audit and Risk Committee of its performance against the Audit and Risk Committee Charter, in accordance with section 54 (4)(a) of the *Local Government Act 2020*.

2. Background

The members of the Audit and Risk Committee completed a survey aimed at assessing the committee's performance against the duties and responsibilities detailed in the Audit and Risk Committee Charter.

Section Results

The table below provides a summary of the 2025/2026 evaluation results. A full copy of the assessment outcomes is available in the confidential attachment and is tabled in accordance with section 54 (4)(b) of the *Local Government Act 2020*.

Section	Total Ratings	More than Adequate	Adequate	Inadequate
9.1 Internal Audit	42	26 (62%)	16 (38%)	0 (0%)
9.2 External Audit	76	35 (46%)	41 (54%)	0 (0%)
9.3 Financial and Performance Reporting	56	20 (36%)	36 (64%)	0 (0%)
9.4 Risk Management	42	8 (19%)	33 (79%)	1 (2%)
9.5 Fraud Prevention Systems and Controls	28	4 (14%)	24 (86%)	0 (0%)
9.6 Compliance Management	35	4 (11%)	30 (86%)	1 (3%)
Audit and Risk Committee Meetings	35	22 (63%)	13 (37%)	0 (0%)

Key Observations

Overall performance is strong 99% of all 314 individual ratings were "Adequate" or better across all seven assessed areas.

Strongest performing areas Internal Audit (62% 'more than adequate') and Committee Meetings (63% 'more than adequate') received the highest proportion of positive ratings.

FILE NO:
A COMMUNITY-CENTERED ORGANISATION
FOCUSED ON BEST PRACTICE.

ITEM NO: 9.4
(MANAGER GOVERNANCE, RISK AND
PERFORMANCE, AMANDA FINN)
(DIRECTOR CORPORATE PERFORMANCE,
PETER CANNIZZARO)

AUDIT AND RISK COMMITTEE - ANNUAL SELF ASSESSMENT (cont'd)

Areas for attention

Fraud Prevention Systems and Controls (86% adequate, 14% more than adequate) and Compliance Management (86% adequate, 11% more than adequate) received the lowest proportion of "more than adequate" ratings, suggesting opportunities to further strengthen committee activity in these areas.

Two ratings were assessed as inadequate

Both were submitted by one respondent and relate to:

- 1) business continuity planning and disaster recovery testing (9.4.6), and
- 2) communication of the Employee Code of Conduct to employees and contractors (9.6.3).

These items were discussed at the Committee meeting on 16 July 2026.

3. Council Plan Alignment

Council Plan Pillar

Pillar Five Leading Organisation - A community-centered organisation focused on best practice.

4. Relevant Council Strategies, Plans and Policies

The following Council Strategies and Plans are relevant to this report:

- [Council Plan](#)
- [Annual Budget](#)
- [Financial Plan](#)

The following Council Policies are relevant to this report:

- [Governance Framework](#)

5. Relevant Legislation

- [Local Government Act 2020](#)
- [Local Government \(Moirā Shire Council\) Act 2023](#)

FILE NO:
**A COMMUNITY-CENTERED ORGANISATION
FOCUSED ON BEST PRACTICE.**

ITEM NO: 9.4
**(MANAGER GOVERNANCE, RISK AND
PERFORMANCE, AMANDA FINN)**
**(DIRECTOR CORPORATE PERFORMANCE,
PETER CANNIZZARO)**

AUDIT AND RISK COMMITTEE - ANNUAL SELF ASSESSMENT (cont'd)

6. Financial Considerations

The financial impacts of this report are detailed below, should the recommendation be accepted by Council.

BUDGET IMPACT	No Impact (already included in approved budget)	Low Impact (less than \$20k variance to budget)	Medium Impact (between \$20k and \$100k variance to budget)	High Impact (greater than \$100k variance to budget)
	☒	☐	☐	☐

7. Resource Considerations

The resource impacts of this report are detailed below, which provide an indication of resource hours required to implement the decision, should the recommendation be accepted by Council.

RESOURCE IMPACT	No Impact (less than 2 hours)	Low Impact (less than 20 hours)	Medium Impact (between 20 and 100 hours)	High Impact (greater than 100 hours)
	☒	☐	☐	☐

8. Risk Appetite

Moirā Shire Council's adopted Risk Appetite is 'Guarded'. Council will consider options and choose one that is safe, but also may maximise its ability to innovate, deliver strategic priorities and services, and care for the safety and wellbeing of staff, while also providing an acceptable level of reward and value for the community it serves and for local government.

The following risk tolerances have been predetermined by Council as part of the adopted Risk Appetite Statement and are relevant to the matter being considered by Council as part of this report.

Risk Category	Risk Category Description	Tolerance Rating
Governance	We are committed to good governance and meeting legislated, regulatory and policy requirements and contractual obligations in a consistent and fair manner.	Highly Cautious

The recommendation, if accepted, is consistent with the agreed risk tolerance.

FILE NO:
A COMMUNITY-CENTERED ORGANISATION
FOCUSED ON BEST PRACTICE.

ITEM NO: 9.4
(MANAGER GOVERNANCE, RISK AND
PERFORMANCE, AMANDA FINN)
(DIRECTOR CORPORATE PERFORMANCE,
PETER CANNIZZARO)

AUDIT AND RISK COMMITTEE - ANNUAL SELF ASSESSMENT (cont'd)

9. Community Engagement

Community Engagement is not applicable in accordance with the *Community Engagement Policy* as this is an internal governance requirement. It does not directly impact the community's access to services, infrastructure, or entitlements. Its purpose is to report on the performance of the Moira Shire Council Audit and Risk Committee.

10. Advisory Committees

Consultation with the All Abilities Advisory Committee or Moira Youth Council is not applicable as this is an internal governance requirement. It does not govern service delivery standards, physical accessibility, or inclusion outcomes, and accordingly falls outside the scope of these committees.

11. Gender Impact Assessment

In accordance with the *Gender Equality Act 2020* any policies, programs and services that have a direct and significant impact on the public are required to undergo a Gender Impact Assessment. An assessment is not required for these documents.

12. Conflict of Interest Declaration

The author of this report and officers associated with its development have no conflicts of interest to declare in the matter being considered.

Attachments

- 1 Annual Self Assessment - Results - *Confidential*

FILE NO: VARIOUS

ITEM NO: 13

URGENT BUSINESS**7.4. Urgent business**

(1) If the Agenda for a Meeting makes provision for urgent business, business cannot be admitted as Urgent Business other than by resolution of Council and only then if:

- (a) It relates to or arises out of a matter which has arisen since distribution of the Agenda; and
- (b) deferring the item until the next Meeting will mean a decision on the item will not have any effect on the matter; or
- (c) the item involves a matter of urgency as determined by the Chief Executive Officer; and
- (d) it cannot be addressed through an operational service request process.
- (e) the matter does not:
 - substantially affect the levels of Council service;
 - commit Council to significant expenditure not included in the adopted budget;
 - establish or amend Council Policy; or
 - commit Council to any contractual arrangement.

(2) A Councillor proposing a matter be admitted as urgent business must lodge it in writing to the Chief Executive Officer four (4) hours prior to the Meeting.

(3) The Chief Executive Officer will advise the Mayor of any matter he or she determines appropriate for Council to consider admitting as urgent business.

FILE NO: VARIOUS

ITEM NO: 14

QUESTIONS FROM THE PUBLIC GALLERY

Questions of Council are an opportunity for the general public to submit a question prior to the Ordinary Meeting and receive a response from Council in the Questions of Council time.

- (1) The Council will hold Questions of Council Time for up to 30 minutes duration at the beginning of each Ordinary Meeting to allow questions of Council. Extension of time may be granted at the discretion of the Mayor.
- (2) Questions of Council are an opportunity for the general public to submit a question prior to the Ordinary Meeting and receive a response from Council in the Questions of Council time.
- (3) Council meetings are recorded and broadcasted to the public, this includes community questions and responses.
- (4) Questions of Council time will not apply during any period when the Council has resolved to close the meeting in respect of a matter under section 66 (1) of the Act.
- (5) Questions of Council may be on any matter relevant to the jurisdiction of the Council except if it:
 - (a) is considered malicious, defamatory, indecent, abusive, offensive, irrelevant, trivial, or objectionable in language or substance;
 - (b) relates to confidential information as defined under the Act;
 - (c) relates to the personal hardship of any resident or ratepayer; or
 - (d) relates to any other matter which the Council considers would prejudice the Council or any person.
 - (e) Deals with a subject matter already answered
- (6) No more than two questions will be accepted from any person at any one meeting.
- (7) Where the Chief Executive Officer does not accept a question, the submitter is to be informed of the reason or reasons for which their question was not accepted.
- (8) A question submitted in writing by a member of the public, which has been disallowed by the Chief Executive Officer will be provided to any Councillor on request.
- (9) Questions may be read by the submitter where they are present at the meeting. Where the submitter is not present they shall be read by a delegate of the Chief Executive Officer and may be abridged to get to remove unnecessary commentary and only state the question.
- (10) Questions submitted to the Council must be:
 - (a) in written form;
 - (b) contain the name, address and email or contact telephone number of the person submitting the question;
 - (c) in a form approved or permitted by the Council (Template available on Council's website);
 - (d) addressed to the Chief Executive Officer; and
 - (e) submitted no later than the day prior to the meeting by email to info@moira.vic.gov.au clearly stating is a question for the meeting.