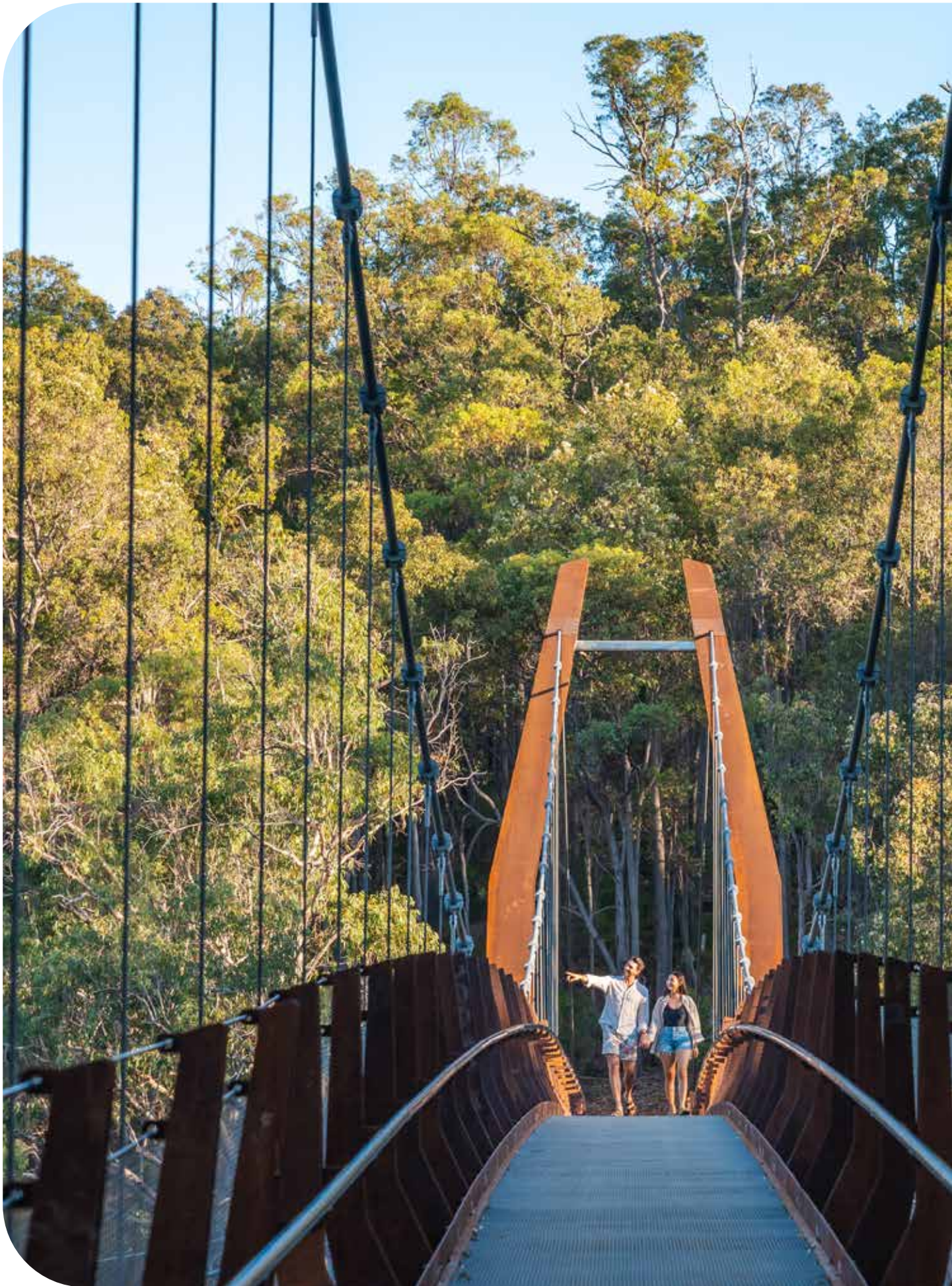




Annual Report

2024 - 2025











Annual Report

Table of contents

About this Annual Report	5
Shire President report	6
Chief Executive Officer report	7
About the Murray region	8
About the Shire of Murray	10
Highlights	18
 People	20
 Planet	28
 Place	36
 Prosperity	44
 Performance	52
Disability Access and Inclusion Plan	59
Information Management	60
Capital grants, subsidies and contributions	61
Major land transactions	61
Major grants	62
Financial report	63

The Shire of Murray acknowledges the traditional lands of the Bindjareb and Wilman Noongar people. We pay our respect to their Elders, past, present and emerging.



About this

Annual Report

Everything the Shire of Murray does is guided by the Council Plan 2023 - 2033. This plan is a ten-year blueprint and sets the Shire's priorities for the next decade.

The plan includes five focus areas, including:



People



Planet



Place



Prosperity



Performance

This Annual Report documents the Shire of Murray's performance against these focus areas during the 2024/25 financial year (FY2024/25).

This Annual Report is available in digital format on murray.wa.gov.au. Hardcopies are available at the Shire of Murray Administration Office and Murray Library. Alternative formats available on request.

Under the Local Government Act 1995, the Shire of Murray is required to produce an Annual Report by 31 December each year, or within two months of the Auditor General's report on the Shire's financial statement.



Shire President report

It has been a year of continued progress and pride for the Shire of Murray as we delivered on our community's aspirations under the Council Plan 2023–2033.

This long-term blueprint continues to guide our decision-making as we balance growth with sustainability, and invest in the people and places that make Murray an outstanding place for community, lifestyle and opportunity.

As a Council, we remain deeply mindful that every decision we make must reflect our community's values and future vision. From investing in local infrastructure to advocating for transformative regional projects, our choices are grounded in consultation, evidence and care for our residents' wellbeing.

We have sought to listen actively to our community's needs while maintaining a strategic focus on the five pillars of the Council Plan (People, Planet, Place, Prosperity and Performance).

Throughout FY2024/25, the Shire advanced key projects that speak directly to these priorities. The redevelopment of the Exchange Hotel, Pinjarra stands as a landmark example of revitalising our heritage while stimulating economic opportunity. Similarly, projects such as the Murray River Foreshore, Sir Ross McLarty Oval lighting, and upgrades to Humphrey Park demonstrate our commitment to enhancing liveability and creating spaces where people can connect and thrive.

Sustainability also remained at the forefront. Environmental achievements such as the Murray Islands rehabilitation, and ongoing collaboration within the Peel Mosquito Management Group highlight our shared responsibility for the environment we are privileged to call home.

Importantly, this year we strengthened partnerships with our community, regional neighbours and government agencies; achieving outcomes that have been recognised across the state and nation.

The Shire's redevelopment of the Exchange Hotel received the 2025 National Award for Local Government (Regional Growth) and the WA Heritage Award for Adaptive Reuse of a Local Heritage Place, celebrating our commitment to revitalisation that respects heritage. Our environmental leadership was acknowledged through the Tidy Towns Sustainability Award and continued Gold Waterwise Council recognition.

These awards reflect the strength of our partnerships, the quality of our governance, and the pride our community takes in Murray's progress. I also congratulate CEO Dean Unsworth, recipient of WALGA's Distinguished Officer Award, and Councillor Steve Lee, recipient of a Merit Award, for their outstanding contributions.

As I reflect on the past year, I extend sincere thanks to my fellow Councillors for their dedication, and to the administrative team for their commitment to excellence in service delivery. The Shire of Murray is in a strong position because of their professionalism and care.

Looking ahead, we will continue to pursue the aspirations of our community with optimism and foresight.

Douglas McLarty
Shire President



Chief Executive Officer report

The 2024–25 financial year was one of delivery, recognition and strong partnership across the Shire of Murray. Guided by the Council Plan 2023–2033, our team continued to turn community aspirations into tangible outcomes; achieving progress across every one of the Shire's five focus areas.

Our community initiatives once again reflected the Shire's deep commitment to wellbeing and inclusion. From the Murray Sports Fusion Festival, to expanded library programs fostering lifelong learning, we strengthened the social fabric that makes Murray such a welcoming place to live.

On the environmental front, significant milestones were reached with the Kwinana Energy Recovery Facility receiving its first waste load, the completion of foreshore rehabilitation works on Yunderup and Cooleenup Islands, and the installation of a new moving floor at the Corio Road Waste Transfer Station. Each of these initiatives demonstrates how innovation and sustainability go hand-in-hand in building resilience for future generations.

Our focus on 'Place' saw the delivery of major projects enhancing amenity and connectivity. The opening of the Wharf Cove floating jetties, upgrades to many recreational areas, and ongoing planning for Pinjarra's next chapter are transforming public spaces while retaining our rural charm. Across the shire, road renewals, drainage upgrades and lighting improvements have strengthened community safety and accessibility.

Economically, 2024–25 was a defining year. Our partnership with C4C Packaging at the Murray Future Food Facility aims to generate local jobs and position Murray as a leader in sustainable food and beverage production.

Operationally, the organisation also achieved excellence in governance and performance. The introduction of online Council meetings and new digital services have improved transparency, engagement and accessibility

for our community. In addition, we were proud to be recognised among the top 20 best-practice councils in Western Australia by the Auditor General and to receive multiple state and national awards for leadership and innovation.

None of these achievements would be possible without the hard work, professionalism and dedication of our staff and elected members. I extend heartfelt thanks to the Shire President and Councillors for their strategic guidance, and to every member of the Shire's workforce for their commitment to delivering exceptional services day in and day out.

I'd also like to thank our previous Shire President, David Bolt, for his ten years of service and again congratulate him as he takes on the role of Member for Murray-Wellington.

Finally, I'd like to acknowledge our bush fire and emergency services volunteers who keep us safe. Their efforts and important role cannot be understated, and on behalf of our entire community, I extend a huge thank you for your service.

Dean Unsworth
Chief Executive Officer

About the **Murray region**

Murray provides a relaxed lifestyle, exciting tourism experiences and is an important economic and social centre within the Peel Region. It is known for its natural beauty and has a growing reputation for adventure and wellbeing.

The Murray River winds through the shire, providing a lifeblood for Australia's 2023 Top Tiny Tourism Town (Dwellingup) and the Peel Region's Secondary Centre (Pinjarra). State forest covers large parts of the area with magnificent, tall and ancient trees, and an abundance of native fauna and wildflowers.

The Peel-Yalgorup wetland system extends over remaining parts of the shire and has international importance. As a result, Murray has become a popular destination for camping and fishing, canoeing, kayaking and whitewater rafting, hiking, mountain biking and horse riding on numerous scenic trails.

Add to this a local love of horses, and the area is a premium destination for horse breeding, training, racing, trotting and recreational equine pursuits. Home to one of the oldest towns in Western Australia (Pinjarra), Murray is the proud custodian of some of the State's finest heritage buildings and precincts, with many infused with a vibrant blend of arts, culture and culinary experiences.

A memorable way to experience the region's rich heritage is by hopping aboard the lovingly preserved steam engines of the Hotham Valley Railway. The nostalgic ride roams the old timber milling route and into the world's only naturally occurring Jarrah Forest.

Pinjarra was, and always will be, a place of cultural significance for Noongar people. Pinjarra and the Bilya Maadjit (Murray River) was a popular meeting place and a vital food source. As such, Noongar people visited annually to share harvest in the area.

Murray serves an important role in the region's economy, including employment and essential services. There is a well-established presence of the mining and manufacturing industry, growing tourism sector and all tiers of government have invested in the Peel Business Park and Food Innovation Precinct Western Australia to create more jobs for the future.





1,787 km²
Land area



83 km
Distance to Perth



528 km
Sealed roads

252 km
Unsealed roads



120 km
Footpaths



45 km
Canals and waterways



20,563
Population³

20.07%
Population growth
since 2016¹



8,195
Dwellings and homes³



\$2.91 billion
Gross Regional Product²



1,266
Number of businesses¹



8,837
Number of jobs²



104
Public recreational
spaces

11
Sporting reserves



34
Playgrounds

¹ Australian Bureau of Statistics ² NEIR 2024 ³ Forecast id

About the **Shire of Murray**

The Shire of Murray is the local government authority, proudly serving the people of Murray. It is the Shire's role to deliver essential ratepayer services, while also maintaining facilities and investing in the future.

Shire services include:



Community
development, sport
and recreation



Economic
development
and tourism



Roads, footpaths,
bridges and
drainage



Heritage,
culture and
events



Town planning
and environmental
protection



Health, welfare and
community safety



Waste management
and community
amenities



Awards and Accreditations

The Shire is proud to be recognised for achievements in various fields and acknowledges the benefits these projects bring to the Murray community. During FY2024/25, the Shire was recognised or announced as being acknowledged in a diverse suite of awards.

Winner

2025 National Awards for Local Government

Exchange Hotel, Pinjarra

Winner

Western Australian Heritage Awards - Adaptive Reuse of a Local Heritage Place

Exchange Hotel, Pinjarra

Winner

Tidy Towns Sustainable Communities Environmental Sustainability Award

Top twenty best practice Council

Auditor General WA Financial Audit Results

Winner

WALGA Local Government Awards

*Distinguished Officer Award – CEO Dean Unsworth
Merit Award - Councillor Steve Lee*

Winner

Gold Waterwise Council 2024

Council



David Bolt

Shire President
(October 2017 to March 2025)

Elected: October 2015

Age: 55-64

Gender: Male

Linguistic background: English
Australian-born



Douglas McLarty

Shire President
(Since March 2025)

Deputy Shire President
(October 2019 to March 2025)

Elected: October 2017

Age: 45-54

Gender: Male

Linguistic background: English
Australian-born



Ange Rogers

Deputy Shire President
(Since March 2025)

Elected: October 2015

Age: 35-44

Gender: Female

Linguistic background: English
Australian-born



Geoff Black

Councillor

Elected: October 2017

Age: Over 64

Gender: Male

Linguistic background: English
Australian-born



Stewart Carter

Councillor

Elected: October 2021

Age: 55-64

Gender: Male

Linguistic background: English
English-born



Stuart Kirkham

Councillor

Elected: October 2019

Age: 45-54

Gender: Male

Linguistic background: English
Australian-born



Steve Lee

Councillor

Elected: October 2013

Age: Over 64

Gender: Male

Linguistic background: English
English-born



David Pike

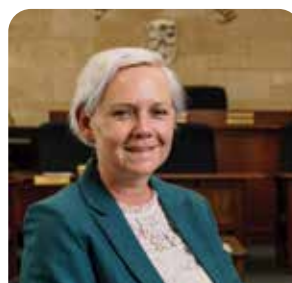
Councillor

Elected: October 2021

Age: 55-64

Gender: Male

Linguistic background: English
Australian-born



Nicole Willis

Councillor

Elected: October 2023

Age: 45-54

Gender: Female

Linguistic background: English
Australian-born



Elected Member Attendance

Elected Member	Ordinary Council Meeting	Special Council Meeting	Audit Committee	CEO Performance Review Committee	Annual Electors	Local Emergency Management Committee	Bushfire Advisory Committee
Total meetings	11	1	2	1	1	2	2
Cr. David Bolt	6	1	1	0	1	N/A	N/A
Cr. Douglas McLarty	11	1	2	1	1	N/A	N/A
Cr. Ange Rogers	11	1	2	1	1	N/A	2
Cr. Geoff Black	10	1	2	N/A	0	N/A	N/A
Cr. Stewart Carter	11	1	2	N/A	1	N/A	N/A
Cr. Stuart Kirkham	10	1	2	N/A	1	2	N/A
Cr. Steve Lee	10	1	1	0	1	N/A	N/A
Cr. David Pike	9	1	2	N/A	1	N/A	N/A
Cr. Nicole Willis	11	1	1	N/A	1	N/A	N/A



Elected Member fees, expenses and allowances

This register includes any fees, expenses or allowances paid to each council member 1 July 2024 to 30 June 2025.

Council Member	Shire President* and Deputy Shire President** Allowance	Meeting Attendance Fee	ICT Allowance	Child Care Expenses	Travel Expenses	Total
Cr. David Bolt <i>Until 17 March 2025</i>	\$32,540.32*	\$12,723.27	\$2,531	-	\$100	\$47,894
Cr. Douglas McLarty	\$12,459.68* \$8,135.08**	\$17,595	\$3,500	-	\$100	\$41,790
Cr. Ange Rogers	\$2,933.47**	\$17,595	\$3,500	-	\$100	\$24,128
Cr. Geoff Black	-	\$17,595	\$3,500	-	\$100	\$21,195
Cr. Stewart Carter	-	\$17,595	\$3,500	-	\$100	\$21,195
Cr. Stuart Kirkham	-	\$17,595	\$3,500	-	\$100	\$21,195
Cr. Steve Lee	-	\$17,595	\$3,500	-	\$100	\$21,195
Cr. David Pike	-	\$17,595	\$3,500	-	\$100	\$21,195
Cr. Nicole Willis	-	\$17,595	\$3,500	-	\$100	\$21,195



Register of complaints

The Shire did not record any complaints in the Register of Complaints kept in accordance with *Section 5.121 of the Local Government Act 1995* during FY2024/25.

Remuneration paid in relation to complaints

The Shire of Murray paid \$0 in remuneration and allowances under schedule 5.1 clause 9 of the *Local Government Act 1995*.

Money paid by a person against whom a complaint is made

There was \$0 ordered to be paid to the local government under section 5.110(6)(b)(iv) of the *Local Government Act 1995* in relation to a complaint that was made under section 5.107(1), 5.109(1) or 5.114(1) of the *Local Government Act 1995*.

Workforce

200 Employees

38% Male staff

43^{yrs} Average age

111 Full-time employees

62% Female staff

0% Identify as non-binary, gender diverse, other or prefer not to say

38 Part-time employees

14-74^{yrs} Age range

16 Representation of approximately 16 different cultures and nationalities

51 Casual staff

5.2^{yrs} Average tenure

Administration

The Chief Executive Officer (CEO) has the full responsibility of the day to day management of the organisation and staff. The CEO provides strategic direction to the Shire's five directorates.





Office of the Chief Executive Officer

Provides overall direction and strategic leadership to the organisation. Responsible for strategic planning, Councillor services, advocacy, governance, strategic partnerships, investment attraction, the Food Innovation Precinct Western Australia, and communications and marketing.

Dean Unsworth

Chief Executive Officer



Corporate Services

Oversees corporate matters and services many internal departments. Responsibilities include information technology, records management, customer service, finance and rates, human resources, workplace health and safety, ranger and emergency services and asset management.

Tracie Unsworth

Director



Infrastructure Services

Manages and maintains the Shire's infrastructure. Responsibilities include design and survey, Operations Centre, parks and gardens, cemeteries, civil works and waste and fleet.

Alan Smith

Director



Leanne McGuirk

Director (until November 2024)

Community and Economic Development

Works with business, community and the tourism sector to realise Shire's potential as a great place to do business, invest, visit and live. Responsibilities include economic development, events, tourism and visitor servicing, community development, sport and recreation, Murray Library and Murray Aquatic and Leisure Centre.



Krystal Dawe

Director (since November 2024)



Planning and Sustainability

Provides oversight of the Shire's future growth and development. Responsibilities include planning services, strategic development, building services, environmental health and environmental services.

Rod Peake

Director



Vision

An outstanding place for community,
lifestyle and opportunity.

Highlights

The Council Plan is the blueprint that guides the Shire of Murray. The Plan sets the strategic direction to 2033 and beyond, by specifying the vision and five focus areas.



People

Our community enjoys excellent health, wellbeing and quality of life



Planet

Our natural environment is cared for and appreciated



Place

Our rural charm is preserved while we grow by embracing innovative urban design ideas



Prosperity

Our economy is thriving with diverse business, tourism and job opportunities



Performance

Our can-do attitude helps us to achieve desired outcomes and continuously strive for excellence



People

Our community enjoys excellent health, wellbeing and quality of life.

Key achievements

- Sir Ross McLarty Oval new lighting unveiled
- Anti-Poverty Week Community Food Drive
- Vintage Vibes Dinner and Dance
- Christmas on the Murray
- Murray Sports Fusion Festival
- Murray volunteers celebrated at Volunteer Week event
- Murray Library
- Youth for Youth Forum







Sir Ross McLarty Oval new lighting unveiled

The Shire of Murray officially unveiled the Sir Ross McLarty Oval lighting on 6 July 2024.

Sport facilities are a fundamental part of any community. They offer a place for people to come together and connect over shared interests; providing vast benefits to local residents' mental and physical wellbeing.

The new lighting creates better sporting experiences with lighting that meets sporting standards, is energy efficient, enhances safety and enables more access to the precinct for the local community.



Anti-Poverty Week Community Food Drive

The Murray community contributed to the Anti-Poverty Week Community Food Drive between 14 October and 1 November; donating enough non-perishable food items and personal hygiene products to keep the Pinjarra Community Kitchen stocked for many months.

The food drive is an annual initiative run by the Shire of Murray. The donations help feed people experiencing homelessness or severe financial hardship.

Vintage Vibes Dinner and Dance

More than 200 Murray seniors celebrated Senior's Week at the Vintage Vibes Dinner and Dance event in November 2024.

This event is highly anticipated every year, this year the Shire added an extra night and both sold out. The evening was celebrated with a two-course meal provided by Cert IV Hospitality students, live music from local band Kokomo and dance demonstrations from the talented Swing 'n Sway Senior Rita's, a local over 55's dance group.



Christmas on the Murray

More than 800 people joined at the Murray River Foreshore for the annual Christmas on the Murray event in December 2024.

Each year this event brings our community together to celebrate the joy of Christmas, and that was certainly felt once again this year.

The evening was filled with beautiful Christmas carols by the Mandurah Concert Band, the Austin Cove Baptist College student band, and the Butterscotch Quartet. Along with fun Christmas crafts, face painting and local food and beverage options.



Murray Sports Fusion Festival

More than 100 people joined in the fun at the Shire of Murray's inaugural Murray Sports Fusion Festival in March 2025.

The Festival hosted thirteen different events throughout Murray for people of all ages and abilities to take part in. The aim was to showcase local sporting clubs and activities in Murray, while encouraging the community to come together and get active.

Events included touch football, volleyball, golf, croquet, tennis, yoga, carriage driving, Pilates, disc golf, bootcamp, lawn bowls and even speed cubing.



Murray volunteers celebrated at Volunteer Week event

More than 150 local volunteers were celebrated at the Shire of Murray's Volunteer Week function on 20 May 2025, with two individuals celebrating 40 years of service.

Nominees were awarded certificates of recognition for reaching five, 10, 20, 30, 40-year milestones. Along with many others nominated to receive an award of outstanding contribution.

The event is a small way that the Shire thanks volunteers in the community each year.

Murray Library

Murray Library delivered a diverse, multi-generational program of events that fostered literacy, creativity, and community connection for all ages. This included engaging after-school and holiday STEM activities, expanded Saturday events improving access for working families, and growing digital literacy programs supporting seniors both in-library and through community outreach.

Regular social gatherings such as Mindful Makers, knitters, writers, and book clubs continued to bring people together, while partnerships with schools, community groups and local organisations extended the library's reach and impact across the generations.



Youth for Youth Forum

A forum brought together students from local primary and high schools for interactive workshops where young minds collaborated to brainstorm and develop ideas ranging from school holiday activities to youth-focused events. Guided by Shire staff, participants refined their concepts into actionable plans before pitching them to a panel of judges, with the winning idea brought to life by the Shire's Community Development team.



FY2025/26 Council Plan major initiatives

The following initiatives are proposed to commence or continue in the next financial year as part of the Shire's Council Plan 2023-2033.

Outcome 1

A safe community

Objectives	Actions
1.1. Improve community safety on land and water.	1.1.1. Liaise with WA Police to implement strategies that contribute to the detection and reduction of crime and criminal activities in the local community.
	1.1.2. Partner with WA Police to encourage local residents and businesses to register their CCTV systems with Cam-Map WA.
	1.1.3. Partner with WA Police to install CCTV cameras in hot spots.
	1.1.5. Undertake design for lighting upgrades along the primary path network and under the Pinjarra traffic bridge.
	1.1.6. Facilitate delivery of community safety programs and initiatives.
	1.1.7. Advocate for funding for service delivery to address the increase in prevalence of homelessness.
	1.1.8. Review and implement a new Local Emergency Risk Management Plan 2025-2029.

Outcome 2

A diverse, socially connected and cohesive community

Objectives	Actions
2.1. Meet the needs of families, children and young people.	2.1.1. Facilitate delivery of programs and initiatives for children and young families.
	2.1.2. Deliver Murray Youth for Youth Forums to engage youth in the design, provision and evaluation of youth activities, projects and events.
	2.1.4. Provide a wide-range of activities and programs for young people and across our different communities.
	2.1.5. Partner with community groups and young people to increase youth participation in WA Youth Week events and activities.
	2.1.6. Research and propose costed, integrated community development projects to meet community needs on expiration of stand-alone strategies for youth, seniors, etc.
2.2. Engage, enable and support seniors.	2.2.1. Lobby to support more seniors housing and aged care facilities.
	2.2.2. Facilitate improved access to digital training programs for seniors.
2.4. Build respect for diverse communities.	2.4.2. Deliver events and initiatives that strengthen connection and cultural awareness.

Outcome 3

An active and healthy community

Objectives	Actions
3.1. Improve community health and wellbeing.	3.1.1. Lobby for funding for a Health Hub in Pinjarra.
	3.1.2. Advocate for improved mental health services within the shire.
	3.1.3. Facilitate promotion of public health campaigns (healthy canteens, safe alcohol provision, smoke free environments, etc).
	3.1.4. Review Public Health Plan.
3.2. Improve access to sport, recreation, facilities and programs.	3.2.1. Implement recommendations in the new Sport and Recreation Infrastructure Plan.
	3.2.3. Deliver relevant grant funding schemes to support development, growth and sustainability of sport and recreation clubs.
	3.2.5. Install new turf and synthetic cricket wickets and practice nets serving Oval 2 and 4 at the Sir Ross McLarty Sports Precinct.
	3.2.6. Upgrade the Enzo Menara Pavilion.
	3.2.7. Demolish and replace the George Beacham Pavilion.
	3.2.8. Lobby for the redevelopment of the Pinjarra Golf Club.
3.4. Build community capacity by helping local community groups and clubs to develop and grow.	3.4.1. Facilitate access to programs, tools and training to help local community groups and clubs improve governance and operations to attract and retain members and volunteers.



Planet

Our natural environment is cared for and appreciated.

Key achievements

Kwinana Energy Recovery Facility

New Corio Road Waste Transfer Station
Moving Floor

Tonnes of e-waste diverted from landfill
in Murray

Murray Islands rehabilitation works
complete

Mosquito management

Parks and gardens







Planet

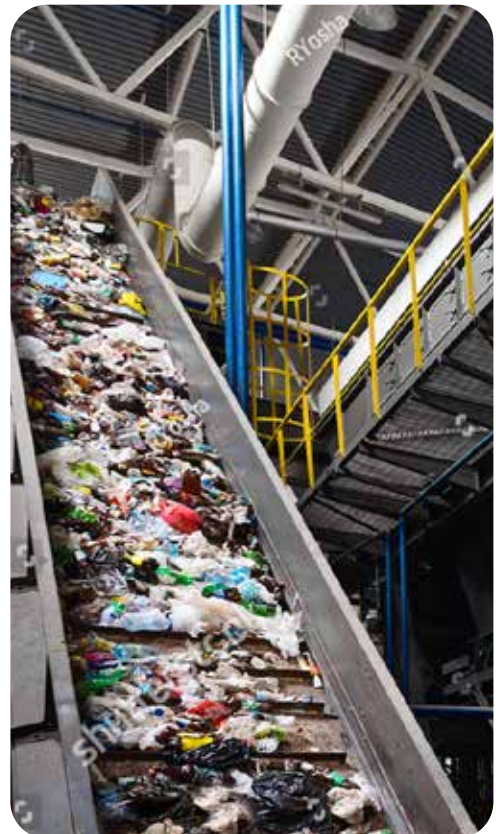


Kwinana Energy Recovery Facility

The first load of waste from the Rivers Regional Council Group arrived at the Kwinana Energy Recovery Facility in July 2024.

The first major energy recovery facility in Australia, the plant is set to change the face of waste management and renewable energy generation in Western Australia, by replacing the current heavy and growing reliance on unpleasant and outdated landfill disposal, to the clean, environmentally proven, sustainable and economically beneficial alternative of energy recovery.

The Kwinana based plant will process non-recyclables, and most of the ash created will be reused to produce construction materials including road base and construction blocks.



New Corio Road Waste Transfer Station Moving Floor

The installation of the new moving floor and compactor at Corio Road Transfer Station was completed in September 2024.

Waste management is an important service for a local government and with works now complete, dropping off waste is now easier with the installation of the moving floor and compactor at the Corio Road Transfer Station.

The moving floor allows for waste to be easily transitioned from the back of a trailer onto a moving floor with the removal of the existing gates, where it is then compacted into skip bins. It has increased convenience, cost-efficiency and safety at the station. As well as reducing transport costs for the Shire as compacted waste can be transported more efficiently.



Tonnes of e-waste diverted from landfill in Murray

The Shire diverted more than 37 tonnes of e-waste from landfill over an 18-month period. This included 1,831 flat screen televisions.

Managing e-waste correctly ensures that the environment is protected and prevents the risk of toxic chemicals entering the environment.



37 tonnes

e-waste diverted from landfill



1,831

flat screen televisions
diverted from landfill

Murray Islands rehabilitation works complete

Foreshore rehabilitation works at Yunderup Island, Cooleenup Island and Willow Gardens were completed in October 2024. Works included soft engineering and seedling planting to allow for long-term protection from erosion.

The activity falls part of the Shire's Environmental Sustainability Strategy and is a key recommendation in the Shire's Coastal Hazard Risk Management and Adaptation Plan.

This restoration was critical due to the higher risk of erosion present at the areas due to boat wash and tidal influence.



The Shire of Murray team joined with the Bindjareb Rangers and engineering consultants Syrinx to complete this project along with support from community members and Landcare SJ.



Mosquito management

While Murray is fortunate to border a beautiful large area of the Peel Harvey Estuary, its salt marshes provide an ideal breeding ground for mosquitoes. This creates risk for residents, especially those living in residential areas in close proximity to the estuary.

The Shire continues to be an active member of the Peel Mosquito Management Group and employs a Mosquito Control Officer.

Larviciding is the main method of mosquito reduction in the Peel Region. This technique targets the mosquito larvae before they emerge as adults and is the most effective control method to reduce adult populations. Larvicides are applied by helicopter.

*During FY2024/25 there were 22 treatments, undertaken over 44 days.
Total cumulative area treated was 7,764 hectares, with an average
treatment of 353 hectares. The largest treatment was 666 hectares.*

Parks and gardens

The Shire cares for 104 recreational open spaces including 11 with sport facilities and 34 play spaces, performing general maintenance including mowing, planting, pruning and irrigation system repairs. As well as undertaking this daily upkeep, the Shire undertook progressive projects that included park furniture replacements, irrigation installations, tree planting programs, park upgrades, and adopting new parks from land subdivisions.



104

Public recreational spaces



11

Sporting reserves



34

Playgrounds



Planet

FY2025/26 Council Plan major initiatives

The following initiatives are proposed to commence or continue in the next financial year as part of the Shire's Council Plan 2023-2033.

Outcome 4

The ecosystem is managed sustainably for the benefit of current and future generations

Objectives	Actions
4.1. Sustainably manage and conserve water resources, rivers and waterways.	4.1.2. Advocate for visible riverbank stabilisation to prevent riverbank erosion.
	4.1.4. Advocate for further investment to advance water initiatives to meet the needs of future development and industry.
	4.1.5. Review the Murray District Drainage Strategy and develop a costed works program to improve priority catchments.
	4.1.6. Implement the Waterwise Verge Rebate Program.
	4.1.7. Advocate for Lane Poole Reserve to be classified as a National Park.
4.2. Sustainably manage and conserve forests, bushland, trees and reserves.	4.2.2. Advocate to Department of Biodiversity and Conservation to appropriately classify Old Growth Forest within a protection zone within the review of the Forest Management Plan.
	4.2.3. Advocate for improved post mining rehabilitation of the Jarrah Forrest.
	4.2.5. Review the Local Planning Framework to identify opportunities to protect significant trees across the Shire.
	4.2.6. Prepare a submission in response to Alcoa's proposed mining expansion.
	4.2.7. Continue to advocate for the formalisation of the Dwellingup Discovery Forest.
4.3. Provide effective environmental health management.	4.3.1. Advocate for Alcoa to introduce more effective environment management practices to reduce dust pollution in the local community.
	4.3.2. Progressively remove asbestos from Shire buildings.
	4.3.3. Implement the Mosquito Management Plan.
4.4. Encourage responsible animal management.	4.4.1. Provide improved signage and communications to better inform and educate the community about responsible pet ownership.
	4.4.2. Review the Shire's local laws and associated policies and procedures to ensure compliance with relevant legislation.

Outcome 5

Shared responsibility for combatting climate change

Objectives	Actions
5.1. Reduce greenhouse gas emissions.	5.1.2. Incorporate use of best practice energy efficiency measures across all new council facilities.
5.2. Work towards achieving zero waste.	5.2.1. Implement the Waste Strategy and Education Plan.

Outcome 6

A resilient community equipped to respond to natural disasters and other emergencies

Objectives	Actions
6.1. Minimise risks and impacts from fires, floods and other natural disasters.	6.1.1. Implement bushfire mitigation works.
	6.1.2. Implement the Local Emergency Risk Management Plan to raise community awareness, understanding and confidence in what the Shire is doing to address bushfire risks.
	6.1.3. Implement key recommendations in the Coastal Hazard Risk Management and Adaption Plan (CHRMAP).
	6.1.4. Prepare a Foreshore Management Plan for river and estuarine coastlines.
	6.1.6. Undertake shoreline adaptation to impacted areas highlighted in the CHRMAP.
	6.1.8. Prepare a Local Planning Scheme Amendment to introduce a Coastal Special Control Area.



Place

Our rural charm is preserved while we grow by embracing innovative urban design ideas.

Key achievements

Wharf Cove floating jetties

Humphrey Park upgrades

Planning for Pinjarra's next chapter

Road renewal and upgrades

Murray River Foreshore lighting

Pinjarra Heavy Haulage Deviation







Wharf Cove floating jetties

Eight new self-floating finger jetties were installed at Wharf Cove in South Yunderup, becoming available to the public in August 2024.

Along with upgrades to the footpath along the jetty, this project improved functionality, safety and access to waterways for locals and tourists to enjoy the Murray River.

These upgrades help to accommodate a range of large, mid-size and smaller power boats with improved accessibility for all kinds of boaters. The previous jetties were replaced due to wear and age, with the locally made self-floating jetties more adaptable to tides and weather events.

Humphrey Park upgrades

Humphrey Park in Pinjarra was upgraded with improved facilities for residents and visitors.

The community space is now fitted out with a kickabout space for play and exercise, a new play space with shade sails, and recreational facilities including seating and picnic tables.

It is a priority in the Shire's Council Plan to continue to provide quality playgrounds and public open spaces to support the health and wellbeing of the Murray community.

The upgrades further developed the recent improvements to the park, which were completed as part of the subdivision development.





Planning for Pinjarra's next chapter

During FYY2024/25 the Shire refreshed its Pinjarra Planning Framework and sought community feedback between April and May 2025. Consultation included a wide range of opportunities to provide feedback including online surveys and comments forms, community briefing and drop-in sessions.

As the Peel Region's secondary centre, Pinjarra serves an important role in the region. Couple this with a growing population, unique environment and economic diversification, and planning for Pinjarra's future is critical in preserving the characteristics that make it special.

The Framework explores how this is to be achieved and comprises the Pinjarra District Structure Plan (DSP), the Pinjarra Precinct Structure Plan (PSP) and an amendment to Local Planning Scheme No. 4 (LPS4).

- › The District Structure Plan considers the entire Pinjarra townsite and articulates how it can grow in a well-coordinated manner.
- › The Precinct Structure Plan focusses on central Pinjarra and provides detailed guidance on development and subdivision.
- › An amendment to LPS4 will give status to the Pinjarra Town Centre as a 'Centre' Zone.



Collectively, the Framework delivers a contemporary guide for future zoning, subdivision and development of Pinjarra. It outlines diverse housing options, where new facilities such as schools, services and recreational spaces will be located, the potential for a new high frequency Pinjarra to Mandurah Transit System, and the protection of environmental attributes.

These documents will be considered by Council and the Western Australian Planning Commission in FY2025/26.

Road renewal and upgrades

As well as the usual maintenance and renewal of roads, footpaths, bridges and drainage, the Shire progressed a number of works along public roads and footpaths. This included the upgrade and widening of North Pinjarra Footpath and resealing of Wandoo Drive and Wisteria Crescent.

Under the road construction program, Moores Road in Dwellingup was upgraded to an urban standard with an underground drainage system, on street parking, speed humps for traffic calming and footpaths.

Another major road upgrade was the reconstruction and widening of Lakes Road west of Geary Road, Nambeelup by 1km, the major upgrade of Coolup Road South was completed following many years in the planning. Coolup Road South has now been widened and sealed to a full width road improving road safety and condition.





Murray River Foreshore lighting

New lighting was installed along the Murray River Foreshore in Pinjarra in October 2024.

This was the third and final installation in a trio of projects aimed at revitalising the heart of Pinjarra, alongside the redevelopment of the Exchange Hotel, the town square and the restoration of the Murray River foreshore and parkland. The projects enhance and secure the areas so they remain accessible and available for public use and enjoyment by future generations.

The new foreshore lighting activates the Pinjarra Suspension Bridge and surrounding riverbanks and foreshore trees. It comes with a suite of colours to be able to change and show support for community celebrations and significant days.

Pinjarra Heavy Haulage Deviation

The Shire continued to liaise with Road Roads Western Australia to work towards the delivery of the Pinjarra Heavy Haulage Deviation. The project will involve constructing an alternative route for heavy vehicles to travel around Pinjarra town centre. This will reduce congestion, improve safety and enable the development of an activated town centre.



FY2025/26 Council Plan major initiatives

The following initiatives are proposed to commence or continue in the next financial year as part of the Shire's Council Plan 2023-2033.

Outcome 7

Population growth is being managed responsibly and sustainably

Objectives	Actions
7.1. Manage urban growth effectively.	7.1.1. Finalise the Local Planning Strategy and Local Planning Scheme with a focus on retaining local character and achieving sustainability outcomes.
	7.1.4. Prepare a coastal local planning policy.
	7.1.5. Prepare a District Structure Plan for Pinjarra, Pinjarra Road Corridor, Dwellingup and North Yunderup.
	7.1.6. Finalise preparation of a Community Infrastructure Plan.
	7.1.7. Finalise preparation of the Pinjarra Precinct Plan.
	7.1.8. Prepare the Ravenswood Precinct Plan.
	7.1.10. Prepare Development Contribution Plans for Barragup Furnissdale Activity Centre, West Furnissdale, North Yunderup, Nambeelup Industrial Area, Pinjarra Town Centre and Ravenswood.
	7.1.11. Progress planning for urban growth of Dwellingup Town Centre.
	7.1.12. Advocate for the rezoning and development of Lot 106 Newton Street and Marginata Crescent Dwellingup for residential purposes.
	7.1.14. Prepare Development Contribution Plans for implementation of the Community Infrastructure Plan.
7.2. Support a diverse range of housing options to meet different community needs.	7.2.1. Make provision within the local planning framework to accommodate more diverse and affordable housing options.
	7.2.3. Prepare a local planning policy to set out housing diversity targets for each new settlement area.

Outcome 8

Our towns offer vibrant and attractive spaces, with retained rural charm

Objectives	Actions
8.1. Revitalise Pinjarra Town Centre.	8.1.1. Undertake detailed design of Henry Street consistent with the Edenvale Landscape Masterplan.
	8.1.3. Implement initiatives and promote events that activate Pinjarra Town Square and Murray River Foreshore.
8.2. Beautify town entrances and streetscapes.	8.2.2. Deliver the Pinjarra and Dwellingup Town Centre Façade Refurbishment Subsidy Program.
8.3. Provide quality community buildings and public facilities.	8.3.1. Develop design and costings for the Civic Precinct Hub that enables a staged approach.
8.4. Provide quality playgrounds and public open space.	8.4.1. Develop a costed approach to implement recommendations in the Public Open Space Strategy.

Outcome 9

Built heritage is respected and celebrated

Objectives	Actions
9.1. Conserve and enhance places with significant heritage value.	9.1.2. Prepare a costed Conservation Plan and 5-year Maintenance Plan for Council buildings listed in the Heritage Register.
	9.1.4. Advocate for funding to implement the Pinjarra Rail Heritage Precinct Master Plan and Pinjarra to Dwellingup Rail Link.
	9.1.5. Remove hazardous materials and undertake protection works to prevent further deterioration to heritage buildings at Pinjarra Rail Precinct.
	9.1.6. Prepare a Condition Report and Costed Conservation Works Plan for Coopers Mill.
	9.1.7. Prepare coastal protection adaptation and landscape management plans for Coopers Mill.
9.2. Enhance Edenvale Heritage Precinct.	9.2.1. Prepare a new condition report for Edenvale Precinct.
9.3. Enhance Glebe Land Precinct.	9.3.1. Design and construct a new toilet facility to service St John's Church/Glebe Land Precinct.
	9.3.2. Prepare a new Landscape Management Plan with costed implementation plan for the Glebe Land and Edenvale Precincts.

Outcome 10

It is easy to move around the Shire safely and sustainably

Objectives	Actions
10.1. Improve the local road network.	10.1.1. Work with Main Roads WA to progress planning and delivery of the Pinjarra Heavy Haulage Deviation.
	10.1.2. Advocate for funding for the Western Deviation to complete the overarching Pinjarra Heavy Haulage Deviation project.
	10.1.3. Prepare a Future Traffic Plan to inform priority road and bridge projects.
	10.1.4. Advocate for Main Roads WA to build a roundabout or traffic signals at the intersection of Roe Ave and Pinjarra Road.
	10.1.6. Source new road building material sites for future infrastructure management.
	10.1.7. Undertake tree management to improve safety within the road network.
	10.1.8. Prepare concept plans for the downgrade of Pinjarra Road and George Street Pinjarra.
10.2. Provide safe, well-connected paths and cycleways to encourage more people to use active transport.	10.2.1. Prepare a Design and Land Acquisition Plan for the Pinjarra Road Shared Path.
	10.2.2. Advocate for Main Roads WA to upgrade the bridge and cycle lane on South Yunderup Road.
	10.2.3. Review the Footpaths and Cycleways Plan to prioritise path projects.
10.3. Improve access to public transport.	10.3.1. Advocate for the future Perth to Bunbury rail to align with and activate Pinjarra and existing surrounding towns.
	10.3.2. Advocate for improved public bus services.



Prosperity

Our economy is thriving with diverse business, tourism and job opportunities.

Key achievements

Exchange Hotel Pinjarra open

Economic Development Strategy

Murray Future Food Facility

Tourism

Elevate and Explore: Dwellingup Hiking Series





THE PRETTIEST WATERING PLACE IN WA

The

EXCHANGE HOTEL



Prosperity



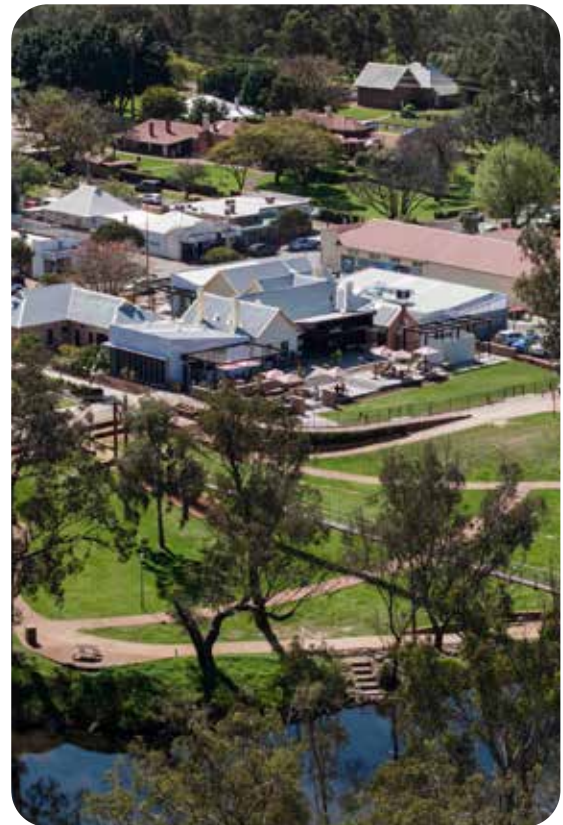
Exchange Hotel Pinjarra open

The highly anticipated Exchange Hotel Pinjarra redevelopment is complete and the venue is open for business.

The 150+-year-old venue has three bars, exclusive bookable spaces, large-scale function area, and a gin distillery with private tasting room. This stunning hospitality venue combines the best of modern architecture with Pinjarra's local heritage, and offers a unique and exciting place for locals and visitors to meet, relax and celebrate.

The Exchange Hotel project is a landmark redevelopment project. Built in 1866 as a doctor's residence and transformed into a hotel in 1871, 'The Exchange' is one of Peel's oldest buildings. After operating for nearly one and a half centuries, the hotel closed in 2008 and fell into disrepair.

Recognising its immense cultural and historical significance, the Shire purchased the site in 2012 with a view to transform it into a vibrant hub for community, tourism and commerce. For the next ten years, the project to redevelop the Exchange Hotel was a Shire priority.



After detailed project management, the hotel reopened in September 2024. It now blends rich history with modern hospitality, driving economic growth, creating jobs, boosting tourism, and reinstating a treasured icon at the heart of Pinjarra's revival.



Economic Development Strategy

With a rapidly growing population and diversifying economy, now is the perfect time to take stock of the opportunities presented to Murray's business community and review our strategic priorities.

As such, the Shire has begun the process to refresh its Economic Development Strategy - a document that describes the Shire's vision, mission and strategic objectives for achieving prosperity via long term economic growth and industry diversification.

The document will be complete during FY25/26.

Murray Future Food Facility

The Murray Future Food Facility has taken a major step forward, with the Shire of Murray leasing a 6,038 square metre area of the Food Innovation Precinct Western Australia to C4C Packaging.

In partnership with Tetra Pak, C4C Packaging will build and operate a commercial-scale food and beverage processing operation. The Murray Future Food Facility (MFFF) will offer groundbreaking, 100% recyclable carton packaging solutions for wine, ready-to-drink beverages, and plant-based beverages and dairy products.

Entering into a ten-year ground-lease agreement with the Shire of Murray provides C4C Packaging the secure tenure required to assist in building and operating this multi-million-dollar beverage packaging facility. It will be a first of its kind in Oceania.





Tourism

With a sustained focus on building Murray's tourism economy, the Shire continued to see strong visitation to Dwellingup and the Dwellingup Trails and Visitor Centre.

Dwellingup Trails and Visitor Centre visits

FY2020/21

65,216



FY2024/25

75,783

To achieve this, the Shire has partnered with industry, invested in tourism and grown the volume of events that increase visitation and awareness of the region. In addition, the Shire worked closely with Tourism Western Australia and Destination Perth to showcase the Murray region to the State and across Australia.



Elevate and Explore: Dwellingup Hiking Series

The Shire launched the Elevate and Explore: Dwellingup Hiking Series for 2025, an immersive hiking experience designed to build endurance and skill for the wild at heart.

Set in the breathtaking landscapes of one of Western Australia's premier trail towns, this series immerses hikers in Dwellingup's towering forests and stunning natural beauty. More than just a physical challenge, it's an opportunity to build endurance, develop key hiking skills, and connect with a community of like-minded adventurers.

FY2025/26 Council Plan major initiatives

The following initiatives are proposed to commence or continue in the next financial year as part of the Shire's Council Plan 2023-2033.

Outcome 11

Sustainable economic growth with decent work for all

Objectives	Actions
11.1. Maximise inherent regional economic opportunities.	11.1.1. Prepare an 'Invest in Murray' prospectus with supporting marketing and incentives.
	11.1.3. Implement the Economic Development Strategy.
	11.1.4. Foster redevelopment opportunities at Murrayfield Airport.
11.2. Leverage State Government investment in Transform Peel, Peel Business Park and the Food Innovation Precinct WA.	11.2.1. Collaborate with key partners to prepare business development strategies to leverage economic potential from Transform Peel, Peel Business Park and the Food Innovation Precinct WA.
	11.2.2. Facilitate discussions with education and training institutions, hospitality, agrifood businesses and local high schools to explore opportunities for training and career pathways within the Food Innovation Precinct WA.
11.3. Promote Murray as a premium location for horse breeding, training and racing.	11.3.1. Provide for the zoning of land in the vicinity of the Pinjarra Paceway for expansion of harness racing activities in the Local Planning Strategy and new Local Planning Scheme.
	11.3.2. Advocate for further capital improvements and business developments to enhance Pinjarra as WA's second Harness and Racing district.

Outcome 12

Access to quality education and life-long learning for all

Objectives	Actions
12.1. Facilitate access to inclusive and equitable quality education and life-long learning opportunities.	12.1.1. Facilitate discussions with local businesses and high schools to increase local apprenticeships, traineeships, internships and work experience opportunities.
	12.1.2. Advocate for the Department of Education WA to open a new primary school in Ravenswood or South Yunderup.
	12.1.3. Support inclusive, intergenerational library programs that enable life-long learning and develop community knowledge and capacity.

Outcome 13

Visitor numbers are growing

Objectives	Actions
13.1. Create a compelling tourism offer to attract tourists and visitors.	13.1.1. Partner with regional and state tourism organisations, local businesses and the tourism sector to strengthen Dwellingup and Pinjarra as visitor destinations.
	13.1.2. Identify opportunities and implement initiatives to incentivise investment in diverse short stay accommodation options in Dwellingup and Pinjarra.
	13.1.3. Support, develop and attract major events.
	13.1.4. Implement the Edenvale Place and Activation Plan.
	13.1.5. Progress advocacy and implementation of the Pinjarra Heritage Railway Precinct Master Plan, including aiming to restore steam rail from Pinjarra to Dwellingup.
	13.1.6. Develop and maintain destination websites to effectively engage with visitors and ensure mobile-friendly engagement.





Performance

Our can-do attitude helps us to achieve desired outcomes and continuously strive for excellence.

Key achievements

Shire recognised with national award for Exchange Hotel

Advocacy priorities released

Online Council meetings

Digital communication







Performance



Shire recognised with national award for Exchange Hotel

The Shire was recognised at the 2025 National Awards for Local Government (NALG), winning the category of Regional Growth for its redevelopment of the Exchange Hotel, Pinjarra.

The NALG Awards are the peak awards for the local government sector and showcase inspirational projects being delivered in communities across Australia.

They highlight the diversity of successful projects at the grassroots level and the positive impact local governments have on bringing communities together.

Winning this category recognises the Shire as a leader of projects that improve the liveability, strengthen investment, create jobs and foster the development of vibrant, connected, self-reliant communities and regions with strong economic futures. The Shire beat 23 other projects that entered this category from across the country.

Advocacy priorities released

The Shire released its 2025 election advocacy priorities; presenting key issues on behalf of the community in the political landscape.

The ten priorities – including four transformative and six community projects – total \$168 million in investment and will bring significant value to the Murray and broader Peel Region.

By articulating its priorities, the Shire has listed opportunities presented by Murray’s unique characteristics that will strengthen its identity, address disadvantage and support catalytic change for the Peel Region.



Online Council meetings

The Shire implemented online Council meetings as of February 2025. Community can now attend council meetings virtually by visiting the Shire’s website: murray.wa.gov.au/council-meetings.

Digital communication

A focused effort to connect with community members through social media has driven ongoing online engagement with the Murray community. With growth in social media platforms averaging 13%, the Shire now has a combined following of 13,102 across its Facebook, Instagram and LinkedIn pages.

10,741



Facebook

1,233



Instagram

1,128



LinkedIn

In addition, the Shire continued to improve and invest in its website. During FY2024/25 the Shire added the

- › Find your bin day application
- › Places and spaces search and bookings module
- › Online Council Meetings with YouTube integration
- › Disaster dashboard
- › Sustainability photo monitoring library

Site visitors can now interact in a vast range of ways, including booking a shire facility, seeking lost pets, paying rates and reporting an issue among many others. The site meets W3C Web Content Accessibility Guidelines 2.0 Level AA. It includes a screen reader to assist those with visual impairments and can be translated into 40 different languages.

FY2025/26 Council Plan major initiatives

The following initiatives are proposed to commence or continue in the next financial year as part of the Shire's Council Plan 2023-2033.

Outcome 14

Capable and accountable leadership and governance

Objectives	Actions
14.1. Establish a strong corporate governance framework to ensure high standards of integrity, ethics, and accountability.	14.1.4. Provide professional development opportunities for Councillors to strengthen leadership, advocacy, and governance.
	14.1.5. Implement the Shire Organisational Review and Improvement Plan.
	14.1.6. Implement the suite of local government reforms by required statutory dates.
	14.1.7. Deliver Annual Report to demonstrate accountability.
14.2. Maintain long-term financial sustainability and asset management.	14.2.1. Review the Rating and Revenue Strategy to meet financial objectives.
	14.2.2. Provide an annual review of the Long-Term Financial Plan.
	14.2.3. Implement the master plan to rebuild the Shire of Murray Operations Centre.
14.3. Enhance employee skills, commitment and safety.	14.3.2. Review the Work Health and Safety Management Plan every three years, including the completion of the WorkSafe Plan Accreditation Audit.

Outcome 15

The Shire actively listens and responds to community needs

Objectives	Actions
15.1. Deliver efficient and effective services to improve the customer experience.	15.1.1. Develop and implement an integrated customer engagement portal to improve access to online services and payment options (for rates, planning and building approvals, animal registrations, infringements, etc).
	15.1.2. Foster a digital technology approach to improving services.
15.2. Improve communication and engagement with customers and community members.	15.2.1. Provide a campaign to inform the community about the Shire's long-term projects and how these projects are progressing.
	15.2.2. Councillor information sessions to be held periodically within the Community.
	15.2.4. Maintain Shire of Murray's online presence through social media, providing informative and engaging updates through the Shire's digital communications platforms.



Disability Access and Inclusion Plan

The following actions took place during FY2023/24.



Events

The Shire's online events calendar has been updated to include Event Tags for all public events.

This allows any event organiser to easily indicate the attributes of their event and facility providing readily accessible information for all attendees, empowering them to make informed choices when planning their day.

Selected tags are shown in the summary of event details and represented with both written wording and iconography.

Tags include (but not limited to);

- › Accessible toilets
- › Accessible venue
- › ACROD parking
- › Change rooms
- › Drink and food sales
- › Drinking water available
- › EFTPOS
- › Hearing loop
- › Parking
- › Pets allowed
- › Quiet zone
- › Shuttle bus



Pinjarra Festival

The 2025 Pinjarra Festival included a designated Quiet Zone, which was marked on the official event map. This peaceful area offered a retreat from the main entertainment hubs, featuring reduced noise levels ideal for families, individuals with sensory sensitivities, or anyone in need of a calming break. This enhanced the festival's commitment to inclusivity and attendee wellbeing.

Emergency Planning

The Shire has committed to undertake the next round of Disability Informed Emergency Planning (DIEP) through the National Emergency Management Agency and the University of New South Wales.

Staff completed training in DIEP during FY2024/25 with community workshops scheduled for FY2025/26. These exercises will ensure people living with disability are included in emergency planning, empowering them to shape the Shire's responses and providing a safer community for everyone.

Sports Fusion Festival

Murray Sport Fusion Festival is a showcase of sporting activities that occur within Murray. Local sporting groups were approached to run 'Come and try sessions' for all ages and abilities to increase awareness and participation.

In addition to existing sports such as lawn bowls, disc golf, speed cubing, croquet, and carriage driving, inclusive or modified activities within existing programs were also included.

Volleyball WA provided seated volleyball sessions across both days. Archery WA has made a commitment to the second round in November 2025.

Ongoing support and training for local clubs in increasing accessible and modified teams and games into traditional sports is available.



Information Management

Section 19 of the *State Records Act 2000 (WA)* requires local governments to have a Record Keeping Plan approved by the State Records Commission. The approved Record Keeping Plan details the way we create, capture, maintain, manage, store and dispose of our records and is the primary means of providing evidence of compliance of the Act.

The Shire has a committed records management team that is responsible for providing a professional record management service to ensure our compliance with the Shire's Record Keeping Plan, policies, procedures and State Records Office of Western Australia in accordance with legislative requirements and best practice.

The Shire's Record Keeping Plan was reviewed and approved by the State Records Commission in September 2024. The next review of the Shire's Record Keeping Plan is due June 2029.

During FY2024/25, 91,936 records were captured into the electronic document management system. A total of 20,817 emails were received to mailbag@murray.wa.gov.au

Under the *State Records Act 2000 (WA)*, all records created, received, and maintained by the Shire of Murray must be disposed of in accordance with the General Disposal Authority for Local Government Records (Disposal Authority).

The Disposal Authority defines the minimum periods of time that different classes of records must be kept (retention periods) and provides guidelines for destruction of records after they have met the retention requirements of the schedule. Disposal of records occurs annually in accordance with the *State Records Act 2000 (WA)*. A total of 116 boxes were sent for compliant destruction during FY2024/25.

New employees with administrative responsibilities are provided with a comprehensive employee induction in HP Content Manager (CM) and in their record keeping requirements as identified in the Shire's Record Keeping Plan, including legislative overview in relation to record keeping in addition to being provided with guidance materials.

Refresher training sessions are regularly conducted for existing staff in their record keeping requirements, Shire processes or when opportunities for improvement have been identified.

A total of 28 new employees completed a records induction and a total of 83 existing staff attended a compulsory refresher training session in record keeping requirements during FY2024/25.





Freedom of Information

Freedom of information (FOI) gives the public a right to access government documents, subject to some limitations.

Under the provision of the *Freedom of Information Act 1992 (WA)*, the Shire must prepare and publish an Annual Information Statement which provides information about the Shire, its function, the Freedom of Information process and information that can be accessed outside the Act.

The current Information Statement can be accessed on the Shire of Murray website.

A total of seven (7) valid FOI applications were received and processed between 1 July 2024 and 30 June 2025, with each application completed within an average of 10 days.

Capital grants, subsidies and contributions

Under the *Local Government Act 1995*, the Shire of Murray is required to provide all capital grants, subsidies and contributions for replacing and renewing assets, that were received by the local government during the financial year and the two financial years before the financial year.

FY2024/25

\$2,053,151

FY2023/24

\$5,015,251

FY2022/23

\$3,120,227

Major land transactions

There were no major land transactions during FY2024/25.



Major grants

Alcoa of Australia

\$423,061

- Community Partnership Program
- Del Park Road Maintenance
- Pinjarra Festival
- Christmas on the Murray

Department of Infrastructure, Transport, Regional Development, Communications, Sport and the Arts

\$1,376,178

- Roads to Recovery Program
- Local Roads and Community Infrastructure

Department of Transport

\$620,617

- Regional Path Network
- Wharf Cove Boating Facility
- Batavia Quays Boating Facility

Main Roads WA

\$1,519,149

- Regional Road Group
- State Election Commitment
- Direct Grant

Department of Planning, Lands and Heritage

\$28,000

- Coastal Protection Coopers Mill

Friends of Edenvale

\$20,000

- Roger May Museum Verandah

Dept Biodiversity, Conservation and Attractions

\$207,485

- Wheeler Airfield Maintenance

Department of Primary Industries and Regional Development

\$118,240

- Murray Future Food Facility Project
- Ravenswood Canoe Launch Facility

Pinjarra Exchange Pty Ltd

\$250,000

- The Exchange Hotel

Dept Fire and Emergency Services

\$406,708

- Volunteer Bushfire Brigades
- State Emergency Services
- Bushfire Mitigation Activities

Bendigo Bank

\$15,000

- Murray River Foreshore Lighting

Department of Industry, Science and Resources

\$742,050

- The Exchange Hotel

Department of Treasury

\$1,783,096

- Federal Assistance Grants

Department of Local Government, Sport and Cultural Industries

\$50,000

- Dwellingup 100

Disclosure of annual salaries

There were 9 employees entitled to an annual salary of \$130,000 or more.

The figures here represent a cash base salary but do not include vehicle allowances or superannuation.

As per the Salaries and Allowances Tribunal (WA) Band 2 determination 2025 and Western Australian Local Government Vehicle Values 2024, the Chief Executive Officer's total remuneration was \$355,747.08 for FY2024/25. This included salary, superannuation, vehicle allowance and other allowances.

Salary Band	Number of Employees
130,000 – 139,999	4
140,000 – 149,999	1
170,000 – 179,999	2
180,000 – 189,999	2
Total	9



Financial Report

2024 - 2025



Shire of Murray

FINANCIAL REPORT
for the year ended 30 June 2025



Shire of Murray

Financial Report

for the year ended 30 June 2025

Contents	Page
Statement by CEO	2
Statement of comprehensive income	3
Statement of financial position	4
Statement of changes in equity	5
Statement of cash flows	6
Statement of financial activity	7
Notes to and Forming Part of the Financial Report	9
Independent auditor's report	56

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

An outstanding place for community, lifestyle and opportunity

Principal place of business:

1915 Pinjarra Road
PINJARRA WA 6208

Shire of Murray

Financial Report

for the year ended 30 June 2025

Local Government Act 1995

Local Government (Financial Management) Regulations 1996

Statement by CEO

The accompanying financial report of the Shire of Murray has been prepared in compliance with the provisions of the *Local Government Act 1995* from proper accounts and records to present fairly the financial transactions for the reporting period ended 30 June 2025 and the financial position as at 30 June 2025.

At the date of signing this statement the particulars included in the financial report are not misleading or inaccurate.

Signed on the 17 day of November 2025



Chief Executive Officer

Dean Unsworth

Shire of Murray

Statement of comprehensive income

for the year ended 30 June 2025

	Note	2025 Actual \$	2025 Budget \$	2024 Actual \$
Revenue				
Rates	2(a),25	21,719,656	21,507,214	20,359,730
Grants, subsidies and contributions	2(a)	4,264,665	1,688,629	3,882,825
Fees and charges	2(a)	8,296,958	7,896,819	8,272,735
Interest revenue	2(a)	1,946,951	1,300,216	2,062,677
Other revenue	2(a)	702,383	582,732	1,467,980
		36,930,613	32,975,610	36,045,947
Expenses				
Employee costs	2(b)	(15,319,294)	(16,078,416)	(14,399,832)
Materials and contracts		(11,161,041)	(14,411,485)	(12,045,278)
Utility charges		(1,351,406)	(1,113,022)	(1,133,099)
Depreciation	8,9,11,12	(9,000,427)	(7,838,257)	(7,777,207)
Finance costs	2(b)	(173,143)	(173,106)	(191,022)
Insurance		(592,116)	(602,135)	(571,464)
Other expenditure	2(b)	(655,168)	(624,311)	(571,615)
		(38,252,595)	(40,840,732)	(36,689,517)
Capital grants, subsidies and contributions	2(a)	15,133,201	10,295,465	11,453,229
Profit on asset disposals		101,034	121,191	29,267
Loss on asset disposals		(108,247)	(79,536)	(22,850)
Fair value adjustments to financial assets at fair value through profit or loss	4(b)	(4,440)	—	2,102
		15,121,548	10,337,120	11,461,748
Net result for the period	24(b)	13,799,566	2,471,998	10,818,178
Other comprehensive income for the period				
<i>Items that will not be reclassified subsequently to profit or loss</i>				
Changes in asset revaluation surplus	17	—	—	70,765,833
Total other comprehensive income for the period		—	—	70,765,833
Total comprehensive income for the period		13,799,566	2,471,998	81,584,011

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

Shire of Murray

Statement of financial position

as at 30 June 2025

	Note	2025 \$	2024 \$
Current assets			
Cash and cash equivalents	3	34,546,961	32,627,245
Trade and other receivables	5	5,316,871	3,848,368
Other financial assets	4(a)	24,248	24,123
Inventories	6	19,534	30,571
Other assets	7	780,466	1,492,049
Total current assets		40,688,080	38,022,356
Non-current assets			
Trade and other receivables	5	1,185,756	989,689
Other financial assets	4(b)	99,524	128,211
Property, plant and equipment	8(a)	102,948,936	101,290,039
Infrastructure	9(a)	353,478,015	343,302,015
Right-of-use assets	11(a)	421,751	575,310
Intangible assets	12	259,202	350,585
Other assets	7	4,410	11,903
Total non-current assets		458,397,594	446,647,752
Total assets		499,085,674	484,670,108
Current liabilities			
Trade and other payables	13	7,557,384	5,468,379
Contract liabilities	14	2,572,541	302,738
Capital grant/contributions liabilities	14	3,951,543	4,196,676
Lease liabilities	11(b)	133,038	128,817
Borrowings	15	328,369	464,586
Employee related provisions	16	2,546,470	2,597,989
Total current liabilities		17,089,345	13,159,185
Non-current liabilities			
Contract liabilities	14	—	3,017,579
Lease liabilities	11(b)	305,537	326,704
Borrowings	15	3,206,514	3,534,883
Employee related provisions	16	385,297	332,342
Total non-current liabilities		3,897,348	7,211,508
Total liabilities		20,986,693	20,370,693
Net assets		478,098,981	464,299,415
Equity			
Retained surplus		181,185,907	166,150,089
Reserve accounts	28	15,340,017	16,576,269
Revaluation surplus	17	281,573,057	281,573,057
Total equity		478,098,981	464,299,415

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

Shire of Murray

Statement of changes in equity

for the year ended 30 June 2025

	Note	Retained surplus \$	Reserve accounts \$	Revaluation surplus \$	Total Equity \$
Balance as at 1 July 2023		155,667,621	16,240,559	210,807,224	382,715,404
Comprehensive income for the period					
Net result for the period		10,818,178	—	—	10,818,178
Other comprehensive income for the period	17	—	—	70,765,833	70,765,833
Other comprehensive income for the period		—	—	70,765,833	70,765,833
Total comprehensive income for the period		10,818,178	—	70,765,833	81,584,011
Transfers from reserve accounts	28	6,297,526	(6,297,526)	—	—
Transfers to reserve accounts	28	(6,633,236)	6,633,236	—	—
Balance as at 30 June 2024		166,150,089	16,576,269	281,573,057	464,299,415
Balance as at 1 July 2024		166,150,089	16,576,269	281,573,057	464,299,415
Comprehensive income for the period					
Net result for the period		13,799,566	—	—	13,799,566
Total comprehensive income for the period		13,799,566	—	—	13,799,566
Transfers from reserve accounts	28	9,153,160	(9,153,160)	—	—
Transfers to reserve accounts	28	(7,916,908)	7,916,908	—	—
Balance as at 30 June 2025		181,185,907	15,340,017	281,573,057	478,098,981

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

Shire of Murray

Statement of cash flows

for the year ended 30 June 2025

	2025 Actual \$	2024 Actual \$
Note		
Cash flows from operating activities		
Receipts		
Rates	21,301,243	19,803,725
Grants, subsidies and contributions	3,200,083	5,169,755
Fees and charges	7,104,746	7,991,247
Interest revenue	1,975,548	2,062,677
Goods and services tax received	2,472,261	2,845,245
Other revenue	702,522	1,421,932
Total receipts	36,756,403	39,294,581
Payments		
Employee costs	(15,245,572)	(14,501,554)
Materials and contracts	(8,680,854)	(12,710,303)
Utility charges	(1,307,579)	(1,016,315)
Finance costs	(176,150)	(193,919)
Insurance paid	(592,116)	(571,464)
Goods and services tax paid	(2,243,341)	(2,977,904)
Other expenditure	(579,272)	(670,648)
Total payments	(28,824,884)	(32,642,107)
Net cash provided by operating activities	7,931,519	6,652,474
18(b)		
Cash flows from investing activities		
Payments		
Payments for purchase of property, plant & equipment	(3,869,973)	(10,412,767)
Payments for construction of infrastructure	(6,219,613)	(7,274,899)
Receipts		
Proceeds from capital grants, subsidies and contributions	4,213,390	7,590,882
Proceeds from financial assets at amortised cost - self supporting loans	24,123	24,000
Proceeds from sale of property, plant & equipment	538,137	341,707
Net cash (used in) investing activities	(5,403,936)	(9,731,077)
Cash flows from financing activities		
Payments		
Repayment of borrowings	(464,586)	(451,526)
Payments for principal portion of lease liabilities	(143,281)	(163,803)
Net cash (used in) financing activities	(607,867)	(615,329)
Net increase /(decrease) in cash held	1,919,716	(3,693,932)
Cash at beginning of year	32,627,245	36,321,177
Cash and cash equivalents at the end of the year	34,546,961	32,627,245
18(a)		

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

Shire of Murray

Statement of financial activity

for the year ended 30 June 2025

	Note	2025 Actual \$	2025 Budget \$	2024 Actual \$
OPERATING ACTIVITIES				
Revenue from operating activities				
General rates	25	21,503,530	21,301,175	20,154,571
Rates excluding general rates	25	216,126	206,039	205,159
Grants, subsidies and contributions		4,264,665	1,688,629	3,882,825
Fees and charges		8,296,958	7,896,819	8,272,735
Interest revenue		1,946,951	1,300,216	2,062,677
Other revenue		702,383	582,732	1,467,980
Profit on asset disposals		101,034	121,191	29,267
Fair value adjustments to financial assets at fair value through profit or loss	4(b)	—	—	2,102
		37,031,647	33,096,801	36,077,316
Expenditure from operating activities				
Employee costs		(15,319,294)	(16,078,416)	(14,399,832)
Materials and contracts		(11,161,041)	(14,411,485)	(12,045,278)
Utility charges		(1,351,406)	(1,113,022)	(1,133,099)
Depreciation		(9,000,427)	(7,838,257)	(7,777,207)
Finance costs		(173,143)	(173,106)	(191,022)
Insurance		(592,116)	(602,135)	(571,464)
Other expenditure		(655,168)	(624,311)	(571,615)
Loss on asset disposals		(108,247)	(79,536)	(22,850)
Fair value adjustments to financial assets at fair value through profit or loss	4(b)	(4,440)	—	—
		(38,365,282)	(40,920,268)	(36,712,367)
Non-cash amounts excluded from operating activities	26(a)	5,928,881	7,796,602	7,511,310
Amount attributable to operating activities		4,595,246	(26,865)	6,876,259
INVESTING ACTIVITIES				
Inflows from investing activities				
Capital grants, subsidies and contributions		15,133,201	10,295,465	11,453,229
Proceeds from disposal of assets		538,137	672,700	341,707
Proceeds from financial assets at amortised cost - self supporting loans	27(a)	24,123	24,123	23,999
Proceeds from financial assets - advance		10,000	—	—
		15,705,461	10,992,288	11,818,935
Outflows from investing activities				
Right of use assets received - non cash	11(a)	(126,335)	—	—
Acquisition of property, plant and equipment	8(a)	(4,384,781)	(5,964,929)	(10,412,767)
Acquisition of infrastructure	9(a)	(16,737,794)	(13,101,695)	(11,137,246)
Payments for financial assets - advance		(100,000)	—	—
		(21,348,910)	(19,066,624)	(21,550,013)
Non-cash amounts excluded from investing activities	26(b)	239,513	—	—
Amount attributable to investing activities		(5,403,936)	(8,074,336)	(9,731,078)
FINANCING ACTIVITIES				
Inflows from financing activities				
Proceeds from borrowings	27(a)	—	200,000	—
Transfers from reserve accounts	28	9,153,160	7,009,345	6,297,526
Proceeds from new leases - non cash	27(b)	126,335	—	—
		9,279,495	7,209,345	6,297,526

Shire of Murray

Statement of financial activity (continued)

for the year ended 30 June 2025

	Note	2025 Actual \$	2025 Budget \$	2024 Actual \$
Outflows from financing activities				
Repayment of borrowings	27(a)	(464,586)	(464,587)	(451,526)
Payments for principal portion of lease liabilities	27(b)	(143,281)	(128,818)	(163,803)
Transfers to reserve accounts	28	(7,916,908)	(6,661,623)	(6,633,236)
		(8,524,775)	(7,255,028)	(7,248,565)
Non-cash amounts excluded from financing activities		(126,335)	–	–
Amount attributable to financing activities		628,385	(45,683)	(951,039)
MOVEMENT IN SURPLUS OR DEFICIT				
Surplus or deficit at the start of the financial year	26(d)	9,453,184	8,967,299	13,259,042
Amount attributable to operating activities		4,595,246	(26,865)	6,876,259
Amount attributable to investing activities		(5,403,936)	(8,074,336)	(9,731,078)
Amount attributable to financing activities		628,385	(45,683)	(951,039)
Surplus or deficit after imposition of general rates	26(d)	9,272,879	820,415	9,453,184

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

Shire of Murray

Notes to and Forming Part of the Financial Report

for the year ended 30 June 2025

Index of Notes to the Financial Report

Note 1	Basis of preparation	10
Note 2	Revenue and expenses	12
Note 3	Cash and cash equivalents	15
Note 4	Other financial assets	16
Note 5	Trade and other receivables	17
Note 6	Inventories	18
Note 7	Other assets	19
Note 8	Property, plant and equipment	20
Note 9	Infrastructure	22
Note 10	Fixed assets	24
Note 11	Leases	26
Note 12	Intangible assets	28
Note 13	Trade and other payables	29
Note 14	Other liabilities	30
Note 15	Borrowings	31
Note 16	Employee related provisions	32
Note 17	Revaluation surplus	34
Note 18	Notes to the statement of cash flows	35
Note 19	Contingent liabilities	37
Note 20	Capital commitments	37
Note 21	Related party transactions	38
Note 22	Financial risk management	40
Note 23	Other material accounting policies	43
Note 24	Function and activity	45
 Information required by legislation		
Note 25	Rating information	48
Note 26	Determination of surplus or deficit	49
Note 27	Borrowing and lease liabilities	51
Note 28	Reserve accounts	53
Note 29	Trust funds	55

Notes to and Forming Part of the Financial Report

for the year ended 30 June 2025

Note 1. Basis of preparation

The financial report of the Shire of Murray which is a class 2 local government comprises general purpose financial statements which have been prepared in accordance with the *Local Government Act 1995* and accompanying regulations.

Local Government Act 1995 requirements

Section 6.4(2) of the *Local Government Act 1995* read with the *Local Government (Financial Management) Regulations 1996* prescribe that the financial report be prepared in accordance with the *Local Government Act 1995* and, to the extent that they are not inconsistent with the Act, the Australian Accounting Standards. The Australian Accounting Standards (as they apply to local governments and not-for-profit entities) and Interpretations of the Australian Accounting Standards Board were applied where no inconsistencies exist.

The Local Government (Financial Management) Regulations 1996 specify that vested land is a right-of-use asset to be measured at cost, and is considered a zero cost concessionary lease. All right-of-use assets under zero cost concessionary leases are measured at zero cost rather than at fair value, except for vested improvements on concessionary land leases such as roads, buildings or other infrastructure which continue to be reported at fair value, as opposed to the vested land which is measured at zero cost. The measurement of vested improvements at fair value is a departure from AASB 16 which would have required the Shire to measure any vested improvements at zero cost.

The Local Government (Financial Management) Regulations 1996 provide that:

- land and buildings classified as property, plant and equipment; or
- infrastructure; or
- vested improvements that the local government controls;

and measured at reporting value, are only required to be revalued every five years. Revaluing these non-financial assets every five years is a departure from AASB 116 Property, Plant and Equipment, which would have required the Shire to assess at each reporting date whether the carrying amount of the above mentioned non-financial assets materially differs from their fair value and, if so, revalue the class of non-financial assets.

Accounting policies which have been adopted in the preparation of this financial report have been consistently applied unless stated otherwise. Except for cash flow and rate setting information, the financial report has been prepared on the accrual basis and is based on historical costs, modified, where applicable, by the measurement at fair value of selected non-current assets, financial assets and liabilities.

Critical accounting estimates and judgements

The preparation of a financial report in conformity with Australian Accounting Standards requires management to make judgements, estimates and assumptions that effect the

application of policies and reported amounts of assets and liabilities, income and expenses.

The estimates and associated assumptions are based on historical experience and various other factors that are believed to be reasonable under the circumstances; the results of which form the basis of making the judgements about carrying amounts of assets and liabilities that are not readily apparent from other sources. Actual results may differ from these estimates.

As with all estimates, the use of different assumptions could lead to material changes in the amounts reported in the financial report.

The following are estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year and further information on their nature and impact can be found in the relevant note:

- Fair value measurement of assets carried at reportable value including:
 - Property, plant and equipment - note 8
 - Infrastructure - note 9
- Expected credit losses on financial assets - note 5
- Assets held for sale
- Impairment losses of non-financial assets
- Estimated useful life of intangible assets - note 12
- Measurement of employee benefits - note 16

Fair value hierarchy information can be found in note 23.

The local government reporting entity

All funds through which the Shire controls resources to carry on its functions have been included in the financial statements forming part of this financial report.

All monies held in the Trust Fund are excluded from the financial statements. A separate statement of those monies appears at Note 29 to these financial statements.

Initial application of accounting standards

During the current year, the following new or revised Australian Accounting Standards and Interpretations were applied for the first time.

- AASB 2020-1 Amendments to Australian Accounting Standards - Classification of Liabilities as Current or Non-current
- AASB 2022-5 Amendments to Australian Accounting Standards - Lease Liability in a Sale and Leaseback
- AASB 2022-6 Amendments to Australian Accounting Standards - Non-current Liabilities with Covenants
- AASB 2023-3 Amendments to Australian Accounting Standards - Disclosure of Non-current Liabilities with Covenants: Tier 2
- AASB 2024-1 Amendments to Australian Accounting Standards - Supplier Finance Arrangements: Tier 2 Disclosures

Shire of Murray

Notes to and Forming Part of the Financial Report

for the year ended 30 June 2025

Note 1. Basis of preparation (continued)

- *AASB 2023-1 Amendments to Australian Accounting Standards - Supplier Finance Arrangements*

These amendments are not expected to have any material impact on the financial report on initial application.

- *AASB 2022-10 Amendments to Australian Accounting Standards - Fair Value Measurement of Non-Financial Assets of Not-for-Profit Public Sector Entities*

This amendment may result in changes to the fair value of certain non-financial assets on revaluation. The impact has not been quantified as it is not considered practicable to determine the amount of the difference in fair value attributable to the change in the standard.

New accounting standards for application in future years

The following new accounting standards will have application to local government in future years:

- *AASB 2014-10 Amendments to Australian Accounting Standards - Sale or Contribution of Assets between an Investor and its Associate or Joint Venture*
- *AASB 2024-4b Amendments to Australian Accounting Standards - Effective Date of Amendments to AASB 10 and AASB 128 [deferred AASB 10 and AASB 128 amendments in AASB 2014-10 apply]*
- *AASB 2022-9 Amendments to Australian Accounting Standards - Insurance Contracts in the Public Sector*
- *AASB 2023-5 Amendments to Australian Accounting Standards - Lack of Exchangeability*
- *AASB 18 (FP) Presentation and Disclosure in Financial Statements - (Appendix D) [for for-profit entities]*
- *AASB 18 (NFP/super) Presentation and Disclosure in Financial Statements - (Appendix D) [for not-for-profit and superannuation entities]*
- *AASB 2024-2 Amendments to Australian Accounting Standards - Classification and Measurement of Financial Instruments*
- *AASB 2024-3 Amendments to Australian Accounting Standards – Annual Improvements Volume 11*

These amendments may result in additional disclosures in the case of applicable finance arrangements.

Shire of Murray

Notes to and Forming Part of the Financial Report

for the year ended 30 June 2025

Note 2. Revenue and expenses

(a) Revenue

Contracts with customers

Recognition of revenue is dependent on the source of revenue and the associated terms and conditions associated with each source of revenue and recognised as follows:

Revenue category	Nature of goods and services	When obligations typically satisfied	Payment terms	Returns/refunds/warranties	Timing of revenue recognition
Grants, subsidies and contributions	Community events, minor facilities, research, design, planning evaluation and services	Over time	Fixed terms transfer of funds based on agreed milestones and reporting	Contract obligation if project not complete	Output method based on project milestones and/or completion date matched to performance obligations
Fees and charges - licences, registrations, approvals	Building, planning, development and animal management.	Single point in time	Full payment prior to issue	None	On payment and issue of the licence, registration or approval
Fees and charges - waste management entry fees	Waste treatment, recycling and disposal service at disposal sites	Single point in time	Payment in advance at gate or on normal trading terms if credit provided	None	On entry to facility
Fees and charges - Shire facilities	Sporting, aquatic and community facilities	Single point in time/ Over time	Payment in advance or on normal trading terms if credit provided	None	On entry to facility
Fees and charges - sale of stock	Kiosk and visitor centre stock	Single point in time	In full in advance	Refund for faulty goods	At point of sale
Other revenue - private works	Contracted private works	Single point in time	Monthly in arrears	None	At point of service

Consideration from contracts with customers is included in the transaction price.

Shire of Murray

Notes to and Forming Part of the Financial Report

for the year ended 30 June 2025

Note 2. Revenue and expenses (continued)

(a) Revenue (continued)

Revenue Recognition

Rate revenue was recognised from the rate record as soon as practicable after the Shire resolved to impose rates in the financial year as well as when the rate record was amended to ensure the information in the record was current and correct.

Revenue recognised during the year under each basis of recognition by nature of goods or services is provided in the table below:

Nature	Contracts with customers	Capital grant/ contributions	Statutory requirements	Other	Total
For the year ended 30 June 2025					
Rates	–	–	21,719,656	–	21,719,656
Grants, subsidies and contributions	2,157,831	–	–	2,106,834	4,264,665
Fees and charges	2,663,916	–	5,633,042	–	8,296,958
Interest revenue	–	–	420,371	1,526,580	1,946,951
Other revenue	–	–	–	702,383	702,383
Capital grants, subsidies and contributions	–	15,133,201	–	–	15,133,201
Total	4,821,747	15,133,201	27,773,069	4,335,797	52,063,814
For the year ended 30 June 2024					
Rates	–	–	20,359,730	–	20,359,730
Grants, subsidies and contributions	1,248,317	–	–	2,634,508	3,882,825
Fees and charges	3,400,672	–	4,872,063	–	8,272,735
Interest revenue	–	–	365,885	1,696,792	2,062,677
Other revenue	–	–	–	1,467,980	1,467,980
Capital grants, subsidies and contributions	–	11,453,229	–	–	11,453,229
Total	4,648,989	11,453,229	25,597,678	5,799,280	47,499,176
				2025 Actual	2024 Actual
				\$	\$

Assets and services acquired below fair value

Contributed assets	10,919,811	3,862,347
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Interest revenue

Interest on reserve account	721,586	736,072
Trade and other receivables overdue interest	420,371	365,885
Other interest revenue	804,994	960,720
	1,946,951	2,062,677

The 2025 original budget estimate in relation to:

Trade and other receivables overdue interest was \$292,716.

Shire of Murray

Notes to and Forming Part of the Financial Report

for the year ended 30 June 2025

Note 2. Revenue and expenses (continued)

(a) Revenue (continued)

	2025 Actual \$	2024 Actual \$
Fees and charges relating to rates receivable		
Charges on instalment plan	73,735	78,490

The 2025 original budget estimate in relation to:
Charges on instalment plan was \$78,500.

(b) Expenses

	Note	2025 Actual \$	2024 Actual \$
Auditors remuneration			
- Audit of the annual financial report		41,500	28,090
- Other services – grant acquittals		13,070	7,900
		<u>54,570</u>	<u>35,990</u>
Employee costs			
Employee benefit costs		14,949,064	14,128,633
Other employee costs		370,230	271,199
		<u>15,319,294</u>	<u>14,399,832</u>
Finance costs			
Interest costs on borrowings	27(a)	157,541	173,995
Interest and financial charges paid/payable for lease liabilities and financial liabilities not at fair value through profit or loss	27(b)	15,602	17,027
		<u>173,143</u>	<u>191,022</u>
Other expenditure			
Impairment losses on rates and statutory receivables		—	3,339
Impairment losses on trade receivables		5,716	5,960
Members fees and allowances		241,883	225,522
License fees		53,145	45,547
Grants, donations and subsidies		340,887	271,448
Sundry expenses		13,537	19,799
		<u>655,168</u>	<u>571,615</u>

Shire of Murray

Notes to and Forming Part of the Financial Report

for the year ended 30 June 2025

Note 3. Cash and cash equivalents

	Note	2025 \$	2024 \$
Cash at bank and on hand		34,546,961	32,627,245
Total cash and cash equivalents	18(a)	34,546,961	32,627,245
Held as			
- Unrestricted cash and cash equivalents		12,682,860	11,551,562
- Restricted cash and cash equivalents	18(a)	21,864,101	21,075,683
		34,546,961	32,627,245

MATERIAL ACCOUNTING POLICIES

Cash and cash equivalents

Cash and cash equivalents include cash on hand, cash at bank, deposits available on demand with banks and other short term highly liquid investments with original maturities of three months or less that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value.

Bank overdrafts are reported as short term borrowings in current liabilities in the statement of financial position.

Term deposits are presented as cash equivalents if they have a maturity of three months or less from the date of acquisition and are repayable with 24 hours notice with no loss of interest.

Restricted financial assets

Restricted financial asset balances are not available for general use by the local government due to externally imposed restrictions. Restrictions are specified in an agreement, contract or legislation.

This applies to reserve accounts, unspent grants, subsidies and contributions and unspent loans that have not been fully expended in the manner specified by the contributor, legislation or loan agreement.

Shire of Murray

Notes to and Forming Part of the Financial Report

for the year ended 30 June 2025

Note 4. Other financial assets

	Note	2025 \$	2024 \$
(a) Current assets			
Financial assets at amortised cost		24,248	24,123
		24,248	24,123
Other financial assets at amortised cost			
Self supporting loans receivable	26(d)	24,248	24,123
		24,248	24,123
Held as			
- Unrestricted other financial assets at amortised cost		24,248	24,123
		24,248	24,123
(b) Non current assets			
Financial assets at amortised cost		—	24,247
Financial assets at fair value through profit or loss		99,524	103,964
		99,524	128,211
Financial assets at amortised cost			
Self supporting loans receivable		—	24,247
		—	24,247
Financial assets at fair value through profit or loss			
Units in Local Government House Trust - opening balance		103,964	101,862
Movement attributable to fair value increment		(4,440)	2,102
Units in Local Government House Trust - closing balance		99,524	103,964

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

MATERIAL ACCOUNTING POLICIES

Other financial assets at amortised cost

The Shire classifies financial assets at amortised cost if both of the following criteria are met:

- the asset is held within a business model whose objective is to collect the contractual cashflows, and
- the contractual terms give rise to cash flows that are solely payments of principal and interest.

Fair values of financial assets at amortised cost are not materially different to their carrying amounts, since the interest receivable on those assets is either close to current market rates or the assets are of a short term nature. Non-current financial assets at amortised cost fair values are based on discounted cash flows using current market rates. They are classified as level 2 fair values in the fair value hierarchy (see Note 23 (i)) due to the observable market rates.

Interest received is presented under cashflows from operating activities in the Statement of Cash Flows where it is earned from financial assets that are held for cash management purposes.

Financial assets at fair value through profit or loss

The Shire has elected to classify the following financial assets at fair value through profit or loss:

- debt investments which do not qualify for measurement at either amortised cost or fair value through other comprehensive income.
- equity investments which the Shire has not elected to recognise as fair value gains and losses through profit or loss.

Impairment and risk

Information regarding impairment and exposure to risk can be found at Note 22.

Shire of Murray

Notes to and Forming Part of the Financial Report

for the year ended 30 June 2025

Note 5. Trade and other receivables

	Note	2025 \$	2024 \$
Current			
Rates and statutory receivables		3,328,080	2,923,192
Trade receivables		1,768,948	595,697
GST receivable		157,622	272,082
Receivables for employee related provisions	16	72,379	62,899
Allowance for credit losses of trade receivables	22(b)	(10,158)	(5,502)
		5,316,871	3,848,368
Non-current			
Pensioner's rates and ESL deferred		1,057,359	944,413
Receivables for employee related provisions	16	58,397	45,276
Trade receivables		70,000	–
		1,185,756	989,689

Disclosure of opening and closing balances related to contracts with customers

Information about receivables from contracts with customers along with financial assets and associated liabilities arising from transfers to enable the acquisition or construction of recognisable non financial assets is:

	Note	30 June 2025 Actual \$	30 June 2024 Actual \$	1 July 2023 Actual \$
Allowance for credit losses of trade receivables	5	(10,158)	(5,502)	(3,187)
Total trade and other receivables from contracts with customers		(10,158)	(5,502)	(3,187)

MATERIAL ACCOUNTING POLICIES

Rates and statutory receivables

Rates and statutory receivables are non-contractual receivables arising from statutory requirements and include amounts due from ratepayers for unpaid rates and service charges and other statutory charges or fines.

Rates and statutory receivables are recognised when the taxable event has occurred and can be measured reliably.

Trade receivables

Trade receivables are amounts receivable from contractual arrangements with customers for goods sold, services performed or grants or contributions with sufficiently specific performance obligations as part of the ordinary course of business.

Other receivables

Other receivables are amounts receivable from contractual arrangements with third parties other than contracts with customers including grants for the construction of recognisable non financial assets.

Measurement

Trade and other receivables are recognised initially at the amount of the transaction price, unless they contain a significant financing component, and are to be recognised at fair value.

Classification and subsequent measurement

Receivables which are generally due for settlement within 30 days except rates receivables which are expected to be collected within 12 months are classified as current assets. All other receivables such as, deferred pensioner rates receivable after the end of the reporting period are classified as non-current assets.

Trade and other receivables are held with the objective to collect the contractual cashflows and therefore the Shire measures them subsequently at amortised cost using the effective interest rate method.

Shire of Murray

Notes to and Forming Part of the Financial Report

for the year ended 30 June 2025

Note 5. Trade and other receivables (continued)

Due to the short term nature of current receivables, their carrying amount is considered to be the same as their fair value. Non-current receivables are indexed to inflation, any difference between the face value and fair value is considered immaterial.

Impairment and risk exposure

Information about the impairment of trade receivables and their exposure to credit risk and interest rate risk can be found in Note 22.

Note 6. Inventories

	2025 \$	2024 \$
Current		
Fuel and materials	19,534	30,571
	<u>19,534</u>	<u>30,571</u>

The following movements in inventories occurred during the year:

Balance at beginning of year	30,571	18,562
Inventories expensed during the year	(374,108)	(408,046)
Additions to inventory	363,071	420,055
Balance at end of year	<u>19,534</u>	<u>30,571</u>

MATERIAL ACCOUNTING POLICIES

General

Inventories are measured at the lower of cost and net realisable value.

Net realisable value is the estimated selling price in the ordinary course of business less the estimated costs of completion and the estimated costs necessary to make the sale.

Shire of Murray

Notes to and Forming Part of the Financial Report

for the year ended 30 June 2025

Note 7. Other assets

	2025 \$	2024 \$
Other assets - current		
Prepayments	377,066	239,573
Accrued income	265,619	1,086,098
Accrued Interest	137,781	166,378
	<u>780,466</u>	<u>1,492,049</u>
Other assets - non-current		
Prepayments	<u>4,410</u>	<u>11,903</u>
	<u>4,410</u>	<u>11,903</u>

MATERIAL ACCOUNTING POLICIES

Other current assets

Other non-financial assets include prepayments which represent payments in advance of receipt of goods or services or that form part of expenditure made in one accounting period covering a term extending beyond that period.

Shire of Murray

Notes to and Forming Part of the Financial Report for the year ended 30 June 2025

Note 8. Property, plant and equipment

(a) Movements in balances

Movement in the balances of each class of property, plant and equipment between the beginning and the end of the current financial year.

	Note	Assets not subject to operating lease			Buildings specialised		Total Property		Plant and equipment		Plant and Work in progress - Property		Total property, plant and equipment	
		Land	Buildings non-specialised	Buildings specialised					Furniture and equipment					
		\$	\$	\$			\$	\$	\$	\$	\$	\$	\$	\$
Measurement basis														
Balance at 1 July 2023		16,693,625	240,012	67,084,715			84,018,352		385,481		6,326,520		2,457,859	93,188,212
Additions		-	-	2,587,462			2,587,462		103,590		952,423		6,769,292	10,412,767
Disposals		-	-	-			-		-		(335,290)		-	(335,290)
Depreciation		-	(8,137)	(1,135,325)			(1,143,462)		(105,219)		(726,969)		-	(1,975,650)
Transfers		-	136,521	1,841,667			1,978,188		-		-		(1,978,188)	-
Balance at 30 June 2024		16,693,625	368,396	70,378,519			87,440,540		383,852		6,216,684		7,248,963	101,290,039
Comprises:														
Gross balance amount at 30 June 2024		16,693,625	392,749	82,890,341			99,976,715		833,437		9,311,312		7,248,963	117,370,427
Accumulated depreciation at 30 June 2024		-	(24,353)	(12,511,822)			(12,536,175)		(449,585)		(3,094,628)		-	(16,080,388)
Balance at 30 June 2024	8b	16,693,625	368,396	70,378,519			87,440,540		383,852		6,216,684		7,248,963	101,290,039
Balance at 1 July 2024														
Additions		16,693,625	368,396	70,378,519			87,440,540		383,852		6,216,684		7,248,963	101,290,039
Disposals		-	-	1,611,161			1,611,161		232,656		2,390,660		37,125	4,271,602
Depreciation		-	-	(18,063)			(18,063)		-		(517,943)		-	(536,006)
Transfers		-	(8,137)	(1,242,569)			(1,250,706)		(129,772)		(809,399)		-	(2,189,877)
Other Movements		-	-	7,248,963			7,248,963		-		-		(7,248,963)	-
Balance at 30 June 2025		16,693,625	360,259	78,091,189			95,145,073		486,736		7,280,002		37,125	102,948,936
Comprises:														
Gross balance amount at 30 June 2025		16,693,625	392,749	91,844,143			108,930,517		1,066,093		10,501,904		37,125	120,535,639
Accumulated depreciation at 30 June 2025		-	(32,490)	(13,752,954)			(13,785,444)		(579,357)		(3,221,902)		-	(17,586,703)
Balance at 30 June 2025	8b	16,693,625	360,259	78,091,189			95,145,073		486,736		7,280,002		37,125	102,948,936

* Asset additions included non-cash additions. Refer to note 18(c).
During the year ended 30 June 2025

Shire of Murray

Notes to and Forming Part of the Financial Report for the year ended 30 June 2025

Note 8. Property, plant and equipment (continued)

(b) Carrying Amount Measurements

Asset class	Note	Carrying amount 2025 \$	Carrying amount 2024 \$	Fair value hierarchy	Valuation technique	Basis of valuation	Date of last valuation	Inputs used
(i) Fair Value - as determined at the last valuation date								
Land and buildings								
Land		16,693,625	16,693,625	2	Market approach using recent observable market data for similar properties	Independent Valuers	June 2021	Price per hectare
Total land	8a	16,693,625	16,693,625					
Buildings - non-specialised		360,259	368,396	2	Market approach using recent observable market data for similar properties	Independent Valuers	June 2021	Price per square metre
Buildings - specialised		78,091,189	70,378,519	3	Cost approach using current replacement cost	Independent Valuers	June 2021	Construction costs and current condition, residual values and remaining useful life assessments inputs
Total buildings	8a	78,451,448	70,746,915					

Level 3 inputs are based on assumptions with regards to future values and patterns of consumption utilising current information. If the basis of these assumptions were varied, they have the potential to result in a significantly higher or lower fair value measurement.

During the period there were no changes in the valuation techniques used by the local government to determine the fair value of property, plant and equipment using either level 2 or level 3 inputs. The valuation techniques applied to property subject to lease was the same as that applied to property not subject to lease.

Shire of Murray

Notes to and Forming Part of the Financial Report for the year ended 30 June 2025

Note 9. Infrastructure

(a) Movements in balances

Movement in the balances of each class of infrastructure between the beginning and the end of the current financial year.

	Infrastructure roads	Infrastructure footpaths	Infrastructure drainage	Infrastructure - bridges	Infrastructure other	Work in Progress - Infrastructure	Total infrastructure
	\$	\$	\$	\$	\$	\$	\$
Balance as at 1 July 2023	164,721,465	12,082,106	41,259,509	29,282,338	19,621,476	—	266,966,894
Additions *	5,861,785	654,725	1,857,313	151,207	639,253	1,972,963	11,137,246
Revaluation increments transferred to revaluation surplus	70,765,833	—	—	—	—	—	70,765,833
Depreciation	(2,659,053)	(326,885)	(570,636)	(1,040,507)	(970,877)	—	(5,567,958)
Transfers	—	—	(2,051,947)	2,051,947	—	—	—
Balance at 30 June 2024	238,690,030	12,409,946	40,494,239	30,444,985	19,289,852	1,972,963	343,302,015
Comprises:							
Gross balance amount at 30 June 2024	277,930,642	17,477,855	58,537,258	69,822,626	30,927,292	1,972,963	456,668,636
Accumulated depreciation at 30 June 2024	(39,240,612)	(5,067,909)	(18,043,019)	(39,377,641)	(11,637,440)	—	(113,366,621)
Balance at 30 June 2024	238,690,030	12,409,946	40,494,239	30,444,985	19,289,852	1,972,963	343,302,015
Balance as at 1 July 2024	238,690,030	12,409,946	40,494,239	30,444,985	19,289,852	1,972,963	343,302,015
Additions *	8,950,392	1,788,681	3,853,919	154,164	1,903,580	87,058	16,737,794
Revaluation increments transferred to revaluation surplus	—	—	—	—	—	—	—
Depreciation	(3,568,800)	(352,917)	(602,488)	(1,043,833)	(993,756)	—	(6,561,794)
Transfers	—	61,894	83,460	—	1,817,033	(1,962,387)	—
Balance at 30 June 2025	244,071,622	13,907,604	43,829,130	29,555,316	22,016,709	97,634	353,478,015
Comprises:							
Gross balance amount at 30 June 2025	286,881,034	19,328,431	62,474,637	69,976,790	34,647,904	97,634	473,406,430
Accumulated depreciation at 30 June 2025	(42,809,412)	(5,420,827)	(18,645,507)	(40,421,474)	(12,631,195)	—	(119,928,415)
Balance at 30 June 2025	244,071,622	13,907,604	43,829,130	29,555,316	22,016,709	97,634	353,478,015
* Asset additions included non-cash additions. Refer to note 18(c). During the year ended 30 June 2025	5,787,783	1,104,706	3,515,234	83,036	27,422	—	10,518,181

Shire of Murray

Notes to and Forming Part of the Financial Report for the year ended 30 June 2025

Note 9. Infrastructure (continued)

(b) Carrying Amount Measurements

Asset class	Fair value hierarchy	Valuation technique	Basis of valuation	Date of last valuation	Inputs used
(i) Fair Value - as determined at the last valuation date					
Infrastructure - roads	3	Cost approach using current replacement cost	Management Valuation	June 2024	Construction costs and current condition, residual values and remaining useful life inputs
Other infrastructure - footpaths	3	Cost approach using current replacement cost	Management Valuation	June 2022	Construction costs and current condition, residual values and remaining useful life inputs
Other infrastructure - drainage	3	Cost approach using current replacement cost	Management Valuation	June 2023	Construction costs and current condition, residual values and remaining useful life inputs
Other infrastructure - bridges	3	Cost approach using current replacement cost	Independent Valuer	June 2022	Construction costs and current condition, residual values and remaining useful life inputs
Other infrastructure - other	3	Cost approach using current replacement cost	Management Valuation	June 2023	Construction costs and current condition, residual values and remaining useful life inputs

Level 3 inputs are based on assumptions with regards to future values and patterns of consumption utilising current information. If the basis of these assumptions were varied, they have the potential to result in a significantly higher or lower fair value measurement.

During the period there were no changes in the valuation techniques used by the local government to determine the fair value of infrastructure using level 3 inputs.

Shire of Murray

Notes to and Forming Part of the Financial Report

for the year ended 30 June 2025

Note 10. Fixed assets

Depreciation

Depreciation rates

Typical estimated useful lives for the different asset classes for the current and prior years are included in the table below:

Asset Class	Useful life
Buildings	
Long Life Buildings	84 to 120 years
Medium Life Buildings	56 to 80 years
Short Life Buildings	42 to 60 years
Roof	42 to 60 years
Mechanical	14 to 20 years
Fitout	17 to 25 years
Furniture and Equipment	4 to 40 years
Plant and Equipment	3 to 50 years
Computer Software	3 to 10 years
Sealed Roads	
Formation	not depreciated
Pavement (distributors)	42 to 60 years
Pavement (access)	64 to 80 years
Seal (Bituminous)	17 to 25 years
Seal (Asphalt)	21 to 30 years
Gravel roads	
Formation	not depreciated
Pavement	24 to 30 years
Gravel Sheet	12 years
Formed Roads (unsealed)	
Formation	not depreciated
Footpaths	
Concrete	48 to 60 years
Brick Paved	40 to 50 years
Limestone	15 to 20 years
Sealed	20 to 25 years
Gravel/Timber	15 to 25 years
Stormwater Drainage	
Pits	80 to 100 years
Pipes	50 to 100 years
Bridges	60 to 100 years
Other Infrastructure	10 to 100 years

Notes to and Forming Part of the Financial Report

for the year ended 30 June 2025

Note 10. Fixed assets (continued)

MATERIAL ACCOUNTING POLICIES

Initial recognition

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

Upon initial recognition, cost is determined as the amount paid (or other consideration given) to acquire the assets, plus costs incidental to the acquisition. The cost of non-current assets constructed by the Shire includes the cost of all materials used in construction, direct labour on the project and an appropriate proportion of variable and fixed overheads. For assets acquired at zero cost or otherwise significantly less than fair value, cost is determined as fair value at the date of acquisition. Assets for which the fair value as at the date of acquisition is under \$5,000 are not recognised as an asset in accordance with *Local Government (Financial Management) Regulation 17A(5)*. These assets are expensed immediately.

Where multiple individual low value assets are purchased together as part of a larger asset or collectively forming a larger asset exceeding the threshold, the individual assets may be recognised as one asset and capitalised. Individual assets that are land, buildings and infrastructure acquired between scheduled revaluation dates of the asset class in accordance with the Shire's revaluation policy, are recognised at cost and disclosed as being at reportable value.

Measurement after recognition

Plant and equipment including furniture and equipment and right-of-use assets (other than vested improvements) are measured using the cost model as required under *Local Government (Financial Management) Regulation 17A(2)*. Assets held under the cost model are carried at cost less accumulated depreciation and any impairment losses.

Reportable Value

In accordance with *Local Government (Financial Management) Regulation 17A(2)*, the Shire is required to report the carrying amount of non-financial assets that are land and buildings classified as property, plant and equipment, investment properties, infrastructure or vested improvements that the local government controls.

Reportable value is for the purpose of *Local Government (Financial Management) Regulation 17A(4)* is the fair value of the asset at its last valuation date minus (to the extent applicable) the accumulated depreciation and any accumulated impairment losses in respect of the non-financial asset subsequent to its last valuation date.

Revaluation

Land and buildings classified as property, plant and equipment, infrastructure or vested improvements that the local government controls and measured at reportable value, are only required to be revalued every five years in accordance with the regulatory framework. This includes buildings and infrastructure items which were pre-existing improvements (i.e. vested improvements) on land vested in the Shire. Whilst the regulatory framework only requires a

revaluation to occur every five years, it also provides for the Shire to revalue earlier if it chooses to do so. For land, buildings and infrastructure, increases in the carrying amount arising on revaluation of asset classes are credited to a revaluation surplus in equity.

Decreases that offset previous increases of the same class of asset are recognised against revaluation surplus directly in equity. All other decreases are recognised in profit or loss. Subsequent increases are then recognised in profit or loss to the extent they reverse a net revaluation decrease previously recognised in profit or loss for the same class of asset.

Depreciation

The depreciable amount of all property, plant and equipment and infrastructure, are depreciated on a straight-line basis over the individual asset's useful life from the time the asset is held ready for use. Leasehold improvements are depreciated over the shorter of either the unexpired period of the lease or the estimated useful life of the improvements.

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

Depreciation on revaluation

When an item of property, plant and equipment and infrastructure is revalued, any accumulated depreciation at the date of the revaluation is treated in one of the following ways:

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

Impairment

In accordance with *Local Government (Financial Management) Regulations 17A(4C)*, the Shire is not required to comply with *AASB136 Impairment of Assets* to determine the recoverable amount of its non-financial assets that are land or buildings classified as property, plant and equipment, infrastructure or vested improvements that the local government controls in circumstances where there has been an impairment indication of a general decrease in asset values.

In other circumstances where it has been assessed that one or more of these non-financial assets are impaired, the asset's carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount.

Gains or losses on disposal

Gains and losses on disposals are determined by comparing proceeds with the carrying amount. These gains and losses are included in the statement of comprehensive income in the period in which they arise.

Shire of Murray

Notes to and Forming Part of the Financial Report

for the year ended 30 June 2025

Note 11. Leases

(a) Right-of-use assets

Movement in the balance of each class of right-of-use asset between the beginning and the end of the current financial year

	Right-of-use assets- furniture and equipment \$	Right-of-use assets - land and buildings \$	Right-of-use- assets - total \$
2024			
Balance at 1 July 2023	599,528	117,892	717,420
Additions *	—	—	—
Depreciation	(133,780)	(8,330)	(142,110)
Balance at 30 June 2024	465,748	109,562	575,310
Gross balance amount at 30 June 2024	751,559	133,230	884,789
Accumulated depreciation at 30 June 2024	(285,811)	(23,668)	(309,479)
Balance at 30 June 2024	465,748	109,562	575,310
2025			
Balance at 1 July 2024	465,748	109,562	575,310
Additions *	126,335	—	126,335
Depreciation	(149,066)	(8,307)	(157,373)
Other movement	(122,521)	—	(122,521)
Balance at 30 June 2025	320,496	101,255	421,751
Gross balance amount at 30 June 2025	456,720	109,562	566,282
Accumulated depreciation at 30 June 2025	(136,224)	(8,307)	(144,531)
Balance at 30 June 2025	320,496	101,255	421,751

(*) Right of use asset additions are non-cash additions. Refer to note 18(c).

The following amounts were recognised in the statement of comprehensive income during the period in respect of leases where the Shire is the lessee:

	Note	2025 Actual \$	2024 Actual \$
Expenses			
Depreciation on right-of-use assets		(157,373)	(142,110)
Finance charge on lease liabilities	27(b)	(15,602)	(17,027)
Low-value asset lease payments recognised as expense		(92,923)	(111,886)
Total amount recognised in the statement of comprehensive income		(265,898)	(271,023)
Total cash outflow from leases		(252,838)	(129,981)

Shire of Murray

Notes to and Forming Part of the Financial Report

for the year ended 30 June 2025

Note 11. Leases (continued)

	Note	2025 Actual \$	2024 Actual \$
(b) Lease liabilities			
Current		133,038	128,817
Non-current		305,537	326,704
	27(b)	<u>438,575</u>	<u>455,521</u>

The Shire has six leases relating to plant and equipment and two leases relating to land and buildings. The lease term for all leases is 4 or 5 years, with one lease relating to property having a term of 40 years. This lease has variable lease payments. The measurement of lease liabilities does not include variable lease payments and any future cash outflows associated with leases not yet commenced to which the Shire is committed. Refer to Note 27(b) for details of lease liabilities.

Secured liabilities and assets pledged as security

Lease liabilities are effectively secured, as the rights to the leased assets recognised in the financial statements revert to the lessor in the event of default.

MATERIAL ACCOUNTING POLICIES

Leases

At inception of a contract, the Shire assesses if the contract contains or is a lease. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

At the commencement date, a right-of-use asset is recognised at cost and lease liability at the present value of the lease payments that are not paid at that date. The lease payments are discounted using the interest rate implicit in the lease, if that rate can be readily determined. If that rate cannot be readily determined, the Shire uses its incremental borrowing rate.

All contracts that are classified as short-term leases (i.e. a lease with a term of 12 months or less) and leases of low value assets are recognised as an operating expense on a straight-line basis over the term of the lease.

Details of individual lease liabilities required by regulations are provided at Note 27(b).

Right-of-use assets - measurement

Right-of-use assets are measured at cost. All right-of-use assets (other than vested improvements) under zero cost concessionary leases are measured at zero cost (i.e. not recognised in the Statement of Financial Position). The exception is vested improvements on concessionary land leases such as roads, buildings or other infrastructure which are reported at fair value.

Refer to Note 10 under revaluation for details on the material accounting policies applying to vested improvements.

Right-of-use assets - depreciation

Right-of-use assets are depreciated over the lease term or useful life of the underlying asset, whichever is the shorter. Where a lease transfers ownership of the underlying asset, or the cost of the right-of-use asset reflects that the Shire anticipates to exercise a purchase option, the specific asset is depreciated over the useful life of the underlying asset.

Shire of Murray

Notes to and Forming Part of the Financial Report

for the year ended 30 June 2025

Note 12. Intangible assets

	2025 Actual \$	2024 Actual \$
Intangible assets		
Non-current		
Computer software development	642,322	642,322
Less: Accumulated amortisation	(383,120)	(291,737)
	<u>259,202</u>	<u>350,585</u>
Movements in balances of computer software during the financial year are shown as follows:		
Balance at 1 July	350,585	442,074
Amortisation	(91,383)	(91,489)
Balance at 30 June	<u>259,202</u>	<u>350,585</u>
TOTAL INTANGIBLE ASSETS	<u>259,202</u>	<u>350,585</u>

Amortisation

The estimated useful life of intangible assets is 5 years for the current and prior years.

MATERIAL ACCOUNTING POLICIES

Computer software

Costs associated with maintaining software programmes are recognised as an expense as incurred. Development costs that are directly attributable to the design and testing of identifiable and unique software products controlled by the Shire are recognised as intangible assets where the following criteria are met:

- it is technically feasible to complete the software so that it will be available for use;
- management intends to complete the software and use or sell it;
- there is an ability to use or sell the software.
- it can be demonstrated how the software will generate probable future economic benefits;
- adequate technical, financial and other resources to complete the development and to use or sell the software are available; and
- the expenditure attributable to the software during its development can be reliably measured.

Directly attributable costs that are capitalised as part of the software include employee costs and an appropriate portion of relevant overheads.

Capitalised development costs are recorded as intangible assets and amortised from the point at which the asset is ready for use.

Information on useful life, amortisation rates and amortisation methods can be found in Note 10.

Amortisation

All intangible assets with a finite useful life, are amortised on a straight-line basis over the individual asset's useful life from the time the asset is held ready for use.

The residual value of intangible assets is considered to be zero and the useful life and amortisation method are reviewed at the end of each financial year.

Amortisation is included within depreciation in the Statement of Comprehensive Income.

Shire of Murray

Notes to and Forming Part of the Financial Report

for the year ended 30 June 2025

Note 13. Trade and other payables

	2025 \$	2024 \$
Current		
Sundry creditors	1,737,128	1,419,429
Prepaid rates	1,162,434	1,063,013
Accrued payroll liabilities	182,356	113,751
Statutory liabilities	33,032	33,032
Bonds and deposits held	4,325,877	2,649,509
Income received in advance	2,685	4,287
Accrued expenditure	91,131	159,611
Accrued interest	22,741	25,747
	7,557,384	5,468,379

MATERIAL ACCOUNTING POLICIES

Financial liabilities

Financial liabilities are initially recognised at fair value when the Shire becomes a party to the contractual provisions of the instrument.

Non-derivative financial liabilities (excluding financial guarantees) are subsequently measured at amortised cost.

Financial liabilities are derecognised where the related obligations are discharged, cancelled or expired. The difference between the carrying amount of the financial liability extinguished or transferred to another party and any consideration paid, including the transfer of non-cash assets or liabilities assumed, is recognised in profit or loss.

Statutory liabilities

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

Trade and other payables

Trade and other payables represent liabilities for goods and services provided to the Shire prior to the end of the financial year that are unpaid and arise when the Shire becomes obliged to make future payments in respect of the purchase of these goods and services.

The amounts are unsecured, are recognised as a current liability and are usually paid within 30 days of recognition. The carrying amounts of trade and other payables are considered to be the same as their fair values, due to their short-term nature.

Prepaid rates

Prepaid rates are, until the taxable event has occurred (start of the next financial year), refundable at the request of the ratepayer. Rates received in advance are initially recognised as a financial liability. When the taxable event occurs, the financial liability is extinguished and the Shire recognises income for the prepaid rates that have not been refunded.

Shire of Murray

Notes to and Forming Part of the Financial Report

for the year ended 30 June 2025

Note 14. Other liabilities

	2025 \$	2024 \$
Current		
Contract liabilities	2,572,541	302,738
Capital grant/contributions liabilities	3,951,543	4,196,676
	<u>6,524,084</u>	<u>4,499,414</u>
Non-current		
Contract liabilities	–	3,017,579
	<u>–</u>	<u>3,017,579</u>
Reconciliation of changes in contract liabilities		
Opening balance	3,320,317	3,318,992
Additions	42,541	37,366
Revenue from contracts with customers included as a contract liability at the start of the period	(790,317)	(36,041)
	<u>2,572,541</u>	<u>3,320,317</u>
The aggregate amount of the performance obligations unsatisfied (or partially unsatisfied) in relation to these contract liabilities was \$2,572,541 (2024: \$3,320,317)		
The Shire expects to satisfy the performance obligations from contracts with customers unsatisfied at the end of the reporting period within the next 4 years.		
Reconciliation of changes in capital grant/contribution liabilities		
Opening balance	4,196,676	3,603,377
Additions	961,256	3,169,372
Revenue from capital grant/contributions held as a liability at the start of the period	(1,206,389)	(2,576,073)
	<u>3,951,543</u>	<u>4,196,676</u>
Expected satisfaction of capital grant/contribution liabilities		
Less than 1 year	3,951,543	4,196,676
	<u>3,951,543</u>	<u>4,196,676</u>

Performance obligations in relation to capital grant/contribution liabilities are satisfied as project milestones are met or completion of construction or acquisition of the asset.

MATERIAL ACCOUNTING POLICIES

Contract Liabilities

Contract liabilities represent the the Shire's obligation to transfer goods or services to a customer for which the Shire has received consideration from the customer.

Contract liabilities represent obligations which are not yet satisfied. Contract liabilities are recognised as revenue when the performance obligations in the contract are satisfied.

Capital grant/contribution liabilities

Capital grant/contribution liabilities represent the Shire's obligations to construct recognisable non-financial assets to identified specifications to be controlled by the Shire which are yet to be satisfied. Capital grant/contribution liabilities are recognised as income when the obligations in the contract are satisfied.

Shire of Murray

Notes to and Forming Part of the Financial Report

for the year ended 30 June 2025

Note 15. Borrowings

	Note	2025			2024		
		Current \$	Non-current \$	Total \$	Current \$	Non-current \$	Total \$
Secured							
Debentures		328,369	3,206,514	3,534,883	464,586	3,534,883	3,999,469
Total secured borrowings	27 (a)	328,369	3,206,514	3,534,883	464,586	3,534,883	3,999,469

Secured liabilities and assets pledged as security

Debentures, bank overdrafts and bank loans are secured by a floating charge over the assets of the Shire of Murray.

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

MATERIAL ACCOUNTING POLICIES

Borrowing costs

The Shire has elected to recognise borrowings costs as an expense when incurred regardless of how the borrowings are applied.

Fair values of borrowings are not materially different to their carrying amounts, since the interest payable on those borrowings is either close to current market rates or the borrowings are of a short term nature.

Borrowings fair values are based on discounted cash flows using a current borrowing rate. They are classified as level 3 fair values in the fair value hierarchy (see Note 23(i)) due to the unobservable inputs, including own credit risk.

Risk

Information regarding exposure to risk can be found at Note 22.

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

Shire of Murray

Notes to and Forming Part of the Financial Report

for the year ended 30 June 2025

Note 16. Employee related provisions

	2025 \$	2024 \$
Employee related provisions		
Current provisions		
Employee benefit provisions		
Annual leave and time in lieu	919,751	935,233
Long service leave	1,331,949	1,344,705
	<u>2,251,700</u>	<u>2,279,938</u>
Employee related other provisions		
Employment on-costs	294,770	318,051
	<u>294,770</u>	<u>318,051</u>
Total current employee related provisions	<u>2,546,470</u>	<u>2,597,989</u>
Non-current provisions		
Employee benefit provisions		
Long service leave	344,301	291,656
	<u>344,301</u>	<u>291,656</u>
Employee related other provisions		
Employment on-costs	40,996	40,686
	<u>40,996</u>	<u>40,686</u>
Total non-current employee related provisions	<u>385,297</u>	<u>332,342</u>
Total employee related provisions	<u>2,931,767</u>	<u>2,930,331</u>

Provision is made for benefits accruing to employees in respect of wages and salaries, annual leave and long service leave and associated on costs for services rendered up to the reporting date and recorded as an expense during the period the services are delivered.

Annual leave liabilities are classified as current, as there is no unconditional right to defer settlement for at least 12 months after the end of the reporting period. Assessments indicate that actual settlement of the liabilities is expected to occur as follows:

	Note	2025 \$	2024 \$
Amounts are expected to be settled on the following basis:			
Less than 12 months after the reporting date		1,565,551	1,751,991
More than 12 months from reporting date		1,366,216	1,178,340
		<u>2,931,767</u>	<u>2,930,331</u>

Expected reimbursements of employee related provisions from other WA local governments included within other receivables

5 130,776 108,175

MATERIAL ACCOUNTING POLICIES

Employee benefits

The Shire's obligations for employees' annual leave, long service leave and other employee leave entitlements are recognised as employee related provisions in the Statement of Financial Position.

Short-term employee benefits

Provision is made for the Shire's obligations for short-term employee benefits. Short-term employee benefits are benefits (other than termination benefits) that are expected to be settled wholly before 12 months after the end of the annual reporting period in which the employees render the related service, including wages, salaries and sick leave. Short-term employee benefits are measured at the (undiscounted) amounts expected to be paid when the obligation is settled.

Notes to and Forming Part of the Financial Report

for the year ended 30 June 2025

Note 16. Employee related provisions (continued)

The Shire's obligations for short-term employee benefits such as wages, salaries and sick leave are recognised as a part of current trade and other payables in the Statement of Financial Position.

Other long-term employee benefits

Long-term employee benefits provisions are measured at the present value of the expected future payments to be made to employees. Expected future payments incorporate anticipated future wage and salary levels, durations of service and employee departures and are discounted at rates determined by reference to market yields at the end of the reporting period on government bonds that have maturity dates that approximate the terms of the obligations. Any remeasurements for changes in assumptions of obligations for other long-term employee benefits are recognised in profit or loss in the periods in which the changes occur.

The Shire's obligations for long-term employee benefits are presented as non-current provisions in its Statement of Financial Position, except where the Shire does not have an unconditional right to defer settlement for at least 12 months after the end of the reporting period, in which case the obligations are presented as current provisions.

Shire of Murray

Notes to and Forming Part of the Financial Report for the year ended 30 June 2025

Note 17. Revaluation surplus

	2025		2025		2024		2024	
	Opening Balance	Total Movement on Revaluation	Closing Balance		Opening Balance	Total Movement on Revaluation	Closing Balance	
	\$	\$	\$		\$	\$	\$	\$
Revaluation surplus - Land - freehold land	32,108,275	–	32,108,275		32,108,275	–	32,108,275	
Revaluation surplus - Buildings - non-specialised	144,336	–	144,336		144,336	–	144,336	
Revaluation surplus - Buildings - specialised	3,707,548	–	3,707,548		3,707,548	–	3,707,548	
Revaluation surplus - Infrastructure - roads	174,449,634	–	174,449,634		103,683,801	70,765,833	174,449,634	
Revaluation surplus - Infrastructure - footpaths	8,032,131	–	8,032,131		8,032,131	–	8,032,131	
Revaluation surplus - Infrastructure - drainage	34,114,879	–	34,114,879		34,114,879	–	34,114,879	
Revaluation surplus - Other infrastructure - bridges	20,774,930	–	20,774,930		20,774,930	–	20,774,930	
Revaluation surplus - Infrastructure - other	8,241,324	–	8,241,324		8,241,324	–	8,241,324	
	281,573,057	–	281,573,057		210,807,224	70,765,833	281,573,057	

Shire of Murray

Notes to and Forming Part of the Financial Report

for the year ended 30 June 2025

Note 18. Notes to the statement of cash flows

(a) Reconciliation of cash

For the purposes of the Statement of Cash Flows, cash includes cash on hand and cash equivalents, net of outstanding bank overdrafts. Cash at the end of the reporting period is reconciled to the related items in the Statement of Financial Position as follows:

	Note	2025 Actual \$	2024 Actual \$
Cash and cash equivalents	3	34,546,961	32,627,245
Restrictions			
The following classes of financial assets have restrictions imposed by regulations or other externally imposed requirements which limit or direct the purpose for which the resources may be used:			
- Cash and cash equivalents	3	21,864,101	21,075,683
		21,864,101	21,075,683
The restricted financial assets are a result of the following specific purposes to which the assets may be used:			
Restricted reserve accounts	28	15,340,017	16,576,269
Contract liabilities	14	2,572,541	302,738
Capital grant liabilities	14	3,951,543	4,196,676
Total restricted financial assets		21,864,101	21,075,683

(b) Reconciliation of Net Result to Net Cash Provided By Operating Activities

Net result	13,799,566	10,818,178
Non-cash items:		
Depreciation/amortisation	9,000,427	7,777,207
Adjustments to fair value of financial assets at fair value through profit or loss	4,440	(2,102)
(Profit)/loss on sale of asset	7,213	(6,417)
Assets received for substantially less than fair value	—	(3,862,347)
Changes in assets and liabilities:		
(Increase)/decrease in trade and other receivables	(1,522,800)	(391,877)
(Increase)/decrease in inventories	11,037	(12,009)
(Increase)/decrease in other assets	667,307	(682,848)
Increase/(decrease) in trade and other payables	2,023,405	149,046
Increase/(decrease) in accrued interest payable	(3,006)	(2,897)
Increase/(decrease) in employee related provisions	1,436	(135,202)
Increase/(decrease) in other liabilities	(924,305)	594,624
Capital grants, subsidies and contributions	(15,133,201)	(7,590,882)
Net cash provided by/(used in) operating activities	7,931,519	6,652,474

Shire of Murray

Notes to and Forming Part of the Financial Report

for the year ended 30 June 2025

Note 18. Notes to the statement of cash flows (continued)

	Note	2025 \$	2024 \$
(c) Non-cash investing and financing activities			
Acquisition of property plant and equipment below fair value	8(a)	401,630	—
Acquisition of infrastructure below fair value	9(a)	10,518,181	3,862,347
Acquisition of right of use assets by means of a lease	11(a)	126,335	—
(d) Undrawn borrowing facilities			
Credit standby arrangements			
Credit card limit		100,000	100,000
Credit card balance at balance date		(34,219)	(23,858)
Total amount of credit unused		65,781	76,142
Loan facilities			
Loan facilities - current	15	328,369	464,586
Loan facilities - non-current	15	3,206,514	3,534,883
Total facilities in use at balance date		3,534,883	3,999,469
Unused loan facilities at balance date		—	—

Shire of Murray

Notes to and Forming Part of the Financial Report

for the year ended 30 June 2025

Note 19. Contingent liabilities

In compliance with the *Contaminated Sites Act 2003*, the Shire has listed sites to be possible sources of contamination. Details of those sites are:

Location: Lot 11 (100) Baker Street, Pinjarra

Land use: Operations Centre

Nature of potential contamination:

Total petroleum hydrocarbons, monocyclic aromatic hydrocarbons, polycyclic aromatic hydrocarbons, metals, phenols, chlorinated hydrocarbons, oil and grease.

Location: Lot 11 (834) Corio Road, Ravenswood

Land use: Current Waste Transfer Station/Former Landfill Site

Nature of potential contamination:

Polychlorinated biphenyls, alkanes, sulphides, metals, organic acids, nutrients, total petroleum hydrocarbons, polycyclic aromatic hydrocarbons, ammonia, landfill gas, total dissolved solids (TDS), and monocyclic aromatic hydrocarbons.

Location: Lot 501 Moores Road, Pinjarra

Land use: Former Landfill Site

Nature of potential contamination:

Polychlorinated biphenyls, alkanes, sulphides, metals, organic acids, nutrients, total petroleum hydrocarbons, polycyclic aromatic hydrocarbons, ammonia, landfill gas, total dissolved solids (TDS), and monocyclic aromatic hydrocarbons.

Until the Shire conducts an investigation to determine the presence and scope of the contamination, assess the risk and agree with the Department of Water and Environmental Regulation on the need and criteria for remediation of a risk based approach, the Shire is unable to estimate the potential costs associated with remediation of these sites. This approach is consistent with the Department of Water and Environmental Regulation guidelines.

Note 20. Capital commitments

	2025 \$	2024 \$
Contracted for:		
- capital expenditure projects	1,694,952	2,741,842
- furniture, plant & equipment purchases	607,008	1,145,903
	<u>2,301,960</u>	<u>3,887,745</u>
Payable:		
- not later than one year	2,301,960	3,887,745

Shire of Murray

Notes to and Forming Part of the Financial Report

for the year ended 30 June 2025

Note 21. Related party transactions

	2025 Actual \$	2025 Budget \$	2024 Actual \$
Note			
(a) Council member remuneration			
Fees, expenses and allowances to be paid or reimbursed to elected council members:			
President's annual allowance	45,000	45,000	38,254
President's meeting attendance fees	17,595	17,595	16,941
President's annual allowance for ICT expenses	3,500	3,500	3,500
President's travel and accommodation expenses	200	100	–
	66,295	66,195	58,695
Deputy President's annual allowance	11,069	11,250	9,564
Deputy President's meeting attendance fees	17,595	17,595	16,941
Deputy President's annual allowance for ICT expenses	3,500	3,500	3,500
Deputy President's travel and accommodation expenses	200	100	–
	32,364	32,445	30,005
All other council member's meeting attendance fees	118,293	123,165	113,395
All other council member's annual allowance for ICT expenses	23,531	24,500	23,427
All other council member's travel and accommodation expenses	1,400	700	–
	143,224	148,365	136,822
21(b)	241,883	247,005	225,522

	2025 Actual \$	2024 Actual \$
Note		

(b) Key management personnel

Key management personnel (KMP) compensation

The total of compensation paid to KMP of the Shire during the year are as follows:

Short-term employee benefits	1,254,436	1,191,174
Post-employment benefits	140,820	118,930
Employee - other long-term benefits	25,130	24,132
Council member costs	241,883	225,522
21(a)	1,662,269	1,559,758

Short-term employee benefits

These amounts include all salary and fringe benefits awarded to KMP except for details in respect to fees and benefits paid to council members which may be separately found in the table above.

Shire of Murray

Notes to and Forming Part of the Financial Report
for the year ended 30 June 2025

Note 21. Related party transactions (continued)

Post-employment benefits

These amounts are the current-year's estimated cost of providing for the Shire's superannuation contributions made during the year.

Other long-term benefits

These amounts represent annual leave and long service leave entitlements accruing during the year.

Council member costs

These amounts represent payments of member fees, expenses, allowances and reimbursements during the year.

(c) Transactions with related parties

Transactions between related parties and the Shire are on normal commercial terms and conditions, no more favourable than those available to other parties, unless otherwise stated.

No outstanding balances or provisions for doubtful debts or guarantees exist in relation to related parties at year end.

	2025 Actual \$	2024 Actual \$
--	----------------------	----------------------

(i) In addition to KMP compensation above the following transactions occurred with related parties:

Elected Members

Six months' rent waiver on leased premises consistent with the same incentive offering being provided to another similar business

—	5,765
—	5,765

Related parties

The Shire's main related parties are as follows:

i. Key management personnel

Any person(s) having authority and responsibility for planning, directing and controlling the activities of the entity, directly or indirectly, including any council member, are considered key management personnel and are detailed in Notes 21(a) and 21(b).

ii. Other Related Parties

Outside of normal citizen type transactions with the Shire, there were no related party transactions involving key management personnel and/or their close family members and/or their controlled (or jointly controlled) entities.

iii. Entities subject to significant influence by the Shire

There were no such entities requiring disclosure during the current or previous year.

Shire of Murray

Notes to and Forming Part of the Financial Report

for the year ended 30 June 2025

Note 22. Financial risk management

This note explains the Shire's exposure to financial risks and how these risks could affect the Shire's future financial performance.

Risk	Exposure arising from	Measurement	Management
Market risk - interest rate	Long term borrowings at variable rates	Sensitivity analysis	Utilise fixed interest rate borrowings
Credit risk	Cash and cash equivalents, trade receivables, financial assets and debt investments	Aging analysis Credit analysis	Diversification of bank deposits, credit limits. Investment policy
Liquidity risk	Borrowings and other liabilities	Rolling cash flow forecasts	Availability of committed credit lines and borrowing facilities

The Shire does not engage in transactions expressed in foreign currencies and is therefore not subject to foreign currency risk.

Financial risk management is carried out by the finance department under policies approved by the Council. The finance department identifies, evaluates and manages financial risks in close co-operation with the operating divisions. Council have approved the overall risk management policy and provide policies on specific areas such as investment policy.

(a) Interest rate risk

Cash and cash equivalents

The Shire's main interest rate risk arises from cash and cash equivalents with variable interest rates, which exposes the Shire to cash flow interest rate risk. Short term overdraft facilities also have variable interest rates however these are repaid within 12 months, reducing the risk level to minimal.

Excess cash and cash equivalents are invested in fixed interest rate term deposits which do not expose the Shire to cash flow interest rate risk. Cash and cash equivalents required for working capital are held in variable interest rate accounts and non-interest bearing accounts. Carrying amounts of cash and cash equivalents at the 30 June and the weighted average interest rate across all cash and cash equivalents, term deposits, and Treasury bonds held disclosed as financial assets at amortised cost are reflected in the table below.

	Weighted average interest rate %	Carrying amounts \$	Fixed interest rate \$	Variable interest rate \$	Non interest bearing \$
2025					
Cash and cash equivalents	4.77%	34,546,961	—	33,502,851	1,044,110
2024					
Cash and cash equivalents	4.34%	32,627,245	—	31,092,229	1,535,016

Sensitivity

Profit or loss is sensitive to higher/lower interest income from cash and cash equivalents as a result of changes in interest rates.

	2025 \$	2024 \$
Impact of a 1% movement in interest rates on profit or loss and equity *	335,029	310,922

(*) Holding all other variables constant

Shire of Murray

Notes to and Forming Part of the Financial Report

for the year ended 30 June 2025

Note 22. Financial risk management (continued)

Borrowings

Borrowings are subject to interest rate risk - the risk that movements in interest rates could adversely affect funding costs. The Shire manages this risk by borrowing long term and fixing the interest rate to the situation considered the most advantageous at the time of negotiation. The Shire does not consider there to be any interest rate risk in relation to borrowings. Details of interest rates applicable to each borrowing may be found at Note 27(a).

(b) Credit risk

Trade and Other Receivables

The Shire's major trade and other receivables comprise contractual non-statutory user fees and charges, grants, contributions and reimbursements. The major risk associated with these receivables is credit risk – the risk that the debts may not be repaid. The Shire manages this risk by monitoring outstanding debt and employing debt recovery policies.

The level of outstanding receivables is reported to Council monthly and benchmarks are set and monitored for acceptable collection performance.

The Shire applies the AASB 9 simplified approach to measuring expected credit losses using a lifetime expected loss allowance for all trade and other receivables. To measure the expected credit losses, receivables from grants, contributions and reimbursements are separated from other trade receivables due to the difference in payment terms and security.

The expected loss rates are based on the payment profiles of trade and other receivables over a period of 36 months before 1 July 2024 or 1 July 2025 respectively and the corresponding historical losses experienced within this period. Historical credit loss rates are adjusted to reflect current and forward-looking information on macroeconomic factors such as the ability of users to settle the receivables.

The loss allowance as at 30 June 2025 and 30 June 2024 was determined as follows for trade and other receivables.

	Current \$	More than 30 days past due \$	More than 60 days past due \$	More than 90 days past due \$	Total \$
30 June 2025					
Trade receivables					
Expected credit loss	0.03%	0.03%	9.14%	43.18%	
Gross carrying amount	1,628,468	51,377	10,104	20,372	1,710,321
Loss allowance	426	13	923	8,796	10,158
Other receivables					
Expected credit loss	0.00%	0.00%	0.00%	0.00%	
Gross carrying amount	177,622	–	23,173	1,230,433	1,431,228
Loss allowance	–	–	–	–	–
30 June 2024					
Trade receivables					
Expected credit loss	0.03%	0.03%	0.03%	3.72%	
Gross carrying amount	329,858	49,322	33,463	144,821	557,464
Loss allowance	95	14	10	5,383	5,502
Other receivables					
Expected credit loss	0.00%	0.00%	0.00%	0.00%	
Gross carrying amount	272,082	–	–	1,112,915	1,384,997
Loss allowance	–	–	–	–	–

Shire of Murray

Notes to and Forming Part of the Financial Report

for the year ended 30 June 2025

Note 22. Financial risk management (continued)

The loss allowances for trade, other receivables and contract assets as at 30 June reconcile to the opening loss allowances as follows:

	Trade receivables		Other receivables		Contract Assets	
	2025	2024	2025	2024	2025	2024
	Actual	Actual	Actual	Actual	Actual	Actual
	\$	\$	\$	\$	\$	\$
Opening loss allowance as at 1 July	5,502	3,187	–	–	–	–
Increase in loss allowance recognised in profit or loss during the year	5,717	5,960	–	–	–	–
Receivables written off during the year as uncollectible	(1,061)	(3,645)	–	–	–	–
Closing loss allowance at 30 June	10,158	5,502	–	–	–	–

Trade, other receivables and contract assets are written off where there is no reasonable expectation of recovery. Indicators that there is no reasonable expectation of recovery include, amongst others, the failure of a debtor to engage in a repayment plan with the Shire, and a failure to make contractual payments for a period of greater than 120 days past due.

Impairment losses on rates and statutory receivables, trade, other receivables and contract assets are presented as net impairment losses within operating profit. Subsequent recoveries of amounts previously written off are credited against the same line item.

(c) Liquidity risk

Payables and borrowings are both subject to liquidity risk – that is the risk that insufficient funds may be on hand to meet payment obligations as and when they fall due. The Shire manages this risk by monitoring its cash flow requirements and liquidity levels and maintaining an adequate cash buffer. Payment terms can be extended and overdraft facilities drawn upon if required and disclosed in Note 18(d).

The contractual undiscounted cash flows of the Shire's payables and borrowings are set out in the liquidity table below. Balances due within 12 months equal their carrying balances, as the impact of discounting is not significant.

	Due within 1 year	Due between 1 & 5 years	Due after 5 years	Total contractual cash flows	Carrying values
	\$	\$	\$	\$	\$
2025					
Trade and other payables	7,557,384	–	–	7,557,384	7,557,384
Borrowings	471,779	2,701,118	1,059,844	4,232,741	3,534,883
Lease liabilities	147,625	228,880	130,725	507,230	438,575
	8,176,788	2,929,998	1,190,569	12,297,355	18,054,926
2024					
Trade and other payables	5,468,379	–	–	5,468,379	5,468,379
Borrowings	624,101	1,618,558	2,614,183	4,856,842	3,999,469
Lease liabilities	142,407	250,138	134,540	527,085	455,521
	6,234,887	1,868,696	2,748,723	10,852,306	17,440,362

Notes to and Forming Part of the Financial Report

for the year ended 30 June 2025

Note 23. Other material accounting policies

a) Goods and services tax (GST)

Revenues, expenses and assets are recognised net of the amount of GST, except where the amount of GST incurred is not recoverable from the Australian Taxation Office (ATO).

Receivables and payables are stated inclusive of GST receivable or payable. The net amount of GST recoverable from, or payable to, the ATO is included with receivables or payables in the statement of financial position.

Cash flows are presented on a gross basis. The GST components of cash flows arising from investing or financing activities which are recoverable from, or payable to, the ATO are presented as operating cash flows.

b) Current and non-current classification

The asset or liability is classified as current if it is expected to be settled within the next 12 months, being the Shire's operational cycle. In the case of liabilities where the Shire does not have the unconditional right to defer settlement beyond 12 months, such as vested long service leave, the liability is classified as current even if not expected to be settled within the next 12 months. Inventories held for trading are classified as current or non-current based on the Shire's intentions to release for sale.

c) Rounding off figures

All figures shown in this annual financial report, other than a rate in the dollar, are rounded to the nearest dollar. Amounts are presented in Australian Dollars.

d) Comparative figures

Where required, comparative figures have been adjusted to conform with changes in presentation for the current financial year.

When the Shire applies an accounting policy retrospectively, makes a retrospective restatement or reclassifies items in its financial statements that has a material effect on the statement of financial position, an additional (third) statement of financial position as at the beginning of the preceding period in addition to the minimum comparative financial statements is presented.

e) Budget comparative figures

Unless otherwise stated, the budget comparative figures shown in this annual financial report relate to the original budget estimate for the relevant item of disclosure.

f) Superannuation

The Shire contributes to a number of Superannuation Funds on behalf of employees. All funds to which the Shire contributes are defined contribution plans.

g) Fair value of assets and liabilities

Fair value is the price that the Shire would receive to sell the asset or would have to pay to transfer a liability, in an orderly (i.e. unforced) transaction between independent, knowledgeable and willing market participants at the measurement date.

As fair value is a market-based measure, the closest equivalent observable market pricing information is used to determine fair value. Adjustments to market values may be made having regard to the characteristics of the specific asset or liability. The fair values of assets that are not traded in an active market are determined using one or more valuation techniques. These valuation techniques maximise, to the extent possible, the use of observable market data.

To the extent possible, market information is extracted from either the principal market for the asset or liability (i.e. the market with the greatest volume and level of activity for the asset or liability) or, in the absence of such a market, the most advantageous market available to the entity at the end of the reporting period (i.e. the market that maximises the receipts from the sale of the asset after taking into account transaction costs and transport costs).

For non-financial assets, the fair value measurement also takes into account a market participant's ability to use the asset in its highest and best use or to sell it to another market participant that would use the asset in its highest and best use.

h) Interest revenue

Interest revenue is calculated by applying the effective interest rate to the gross carrying amount of a financial asset measured at amortised cost except for financial assets that subsequently become credit-impaired. For credit-impaired financial assets the effective interest rate is applied to the net carrying amount of the financial asset (after deduction of the loss allowance).

i) Fair value hierarchy

AASB 13 requires the disclosure of fair value information by level of the fair value hierarchy, which categorises fair value measurement into one of three possible levels based on the lowest level that an input that is significant to the measurement can be categorised into as follows:

Level 1

Measurements based on quoted prices (unadjusted) in active markets for identical assets or liabilities that the entity can access at the measurement date.

Level 2

Measurements based on inputs other than quoted prices included in Level 1 that are observable for the asset or liability, either directly or indirectly.

Level 3

Measurements based on unobservable inputs for the asset or liability.

The fair values of assets and liabilities that are not traded in an active market are determined using one or more valuation techniques. These valuation techniques maximise, to the extent possible, the use of observable market data. If all significant inputs required to measure fair value are observable, the asset or liability is included in Level 2. If one

Notes to and Forming Part of the Financial Report

for the year ended 30 June 2025

Note 23. Other material accounting policies (continued)

or more significant inputs are not based on observable market data, the asset or liability is included in Level 3.

Valuation techniques

The Shire selects a valuation technique that is appropriate in the circumstances and for which sufficient data is available to measure fair value. The availability of sufficient and relevant data primarily depends on the specific characteristics of the asset or liability being measured. The valuation techniques selected by the Shire are consistent with one or more of the following valuation approaches:

Market approach

Valuation techniques that use prices and other relevant information generated by market transactions for identical or similar assets or liabilities.

Income approach

Valuation techniques that convert estimated future cash flows or income and expenses into a single discounted present value.

Cost approach

Valuation techniques that reflect the current replacement cost of the service capacity of an asset.

Each valuation technique requires inputs that reflect the assumptions that buyers and sellers would use when pricing the asset or liability, including assumptions about risks. When selecting a valuation technique, the Shire gives priority to those techniques that maximise the use of observable inputs and minimise the use of unobservable inputs. Inputs that are developed using market data (such as publicly available information on actual transactions) and reflect the assumptions that buyers and sellers would generally use when pricing the asset or liability are considered observable, whereas inputs for which market data is not available and therefore are developed using the best information available about such assumptions are considered unobservable.

j) Impairment of assets

In accordance with Australian Accounting Standards, the Shire's assets are assessed at each reporting date to determine whether there is any indication they may be impaired.

Where such an indication exists, an impairment test is carried out on the asset by comparing the recoverable amount of the asset, being the higher of the asset's fair value less costs to sell and value in use, to the asset's carrying amount except for non-financial assets that are:

- land and buildings classified as property, plant and equipment;
- infrastructure; or
- vested improvements that the local government controls, in circumstances where there has been an impairment indication of a general decrease in asset values.

These non-financial assets are assessed in accordance with the regulatory framework detailed in Note 10.

Any excess of the asset's carrying amount over its recoverable amount is recognised immediately in profit or loss, unless the asset is carried at a revalued amount in accordance with another Standard (e.g. *AASB 116 Property, Plant and Equipment*) whereby any impairment loss of a revalued asset is treated as a revaluation decrease in accordance with that other Standard.

Shire of Murray

Notes to and Forming Part of the Financial Report

for the year ended 30 June 2025

Note 24. Function and activity

(a) Service objectives and descriptions

Shire operations as disclosed in these financial statements encompass the following service orientated functions and activities.

NAME AND OBJECTIVES

DESCRIPTION

GOVERNANCE

To provide a decision-making process for the efficient allocation of available resources.

Includes the activities of elected members of council and the administrative support for the provision of governance of the Shire. Assisting elected members and ratepayers on matters which do not concern specific council services.

GENERAL PURPOSE FUNDING

To collect revenue to allow for the provision of services.

Rates revenue, late payment penalties, general purpose grants, untied road grants and interest received on investments.

LAW, ORDER, PUBLIC SAFETY

To provide services to help ensure a safer and environmentally conscious community.

Supervision and enforcement of various local laws relating to fire prevention, animal control, graffiti and litter control, off-road vehicles and other aspects of public safety including emergency services.

HEALTH

To provide an operational framework for environmental and community health.

Provision of health services, including inspection of food outlets, pest control, noise control and other preventative services.

EDUCATION AND WELFARE

To provide services to disadvantaged persons, the elderly, children and youth.

Provision of pre-school and senior citizen facilities and welfare and youth programs.

HOUSING

To maintain Shire owned residential properties.

Housing owned by the Shire that cannot be allocated to other programs.

COMMUNITY AMENITIES

To provide services required by the community.

Provision of rubbish collection services, operation of waste transfer stations, protection of the environment, administration of town planning schemes, provision and maintenance of public conveniences and bus shelters and operation of the Pinjarra cemetery.

RECREATION AND CULTURE

To establish and manage infrastructure and resources which will help the social wellbeing of the community.

Provision of facilities and support of organisations and the community with leisure, heritage and cultural activities. This support includes halls, sporting grounds, the Murray Aquatic and Leisure Centre, public open space, art and community festivals and the Murray Public Library.

TRANSPORT

To provide safe, effective and efficient transport infrastructure to the community.

Construction and maintenance of roads, bridges, pathways, the works operations centre, parking facilities and road plant purchases.

ECONOMIC SERVICES

To help promote the Shire and its economic wellbeing.

Activities associated with building services, economic development, tourism and area promotion, public utilities and the operation of the Dwellingup Trails and Visitor Centre.

OTHER PROPERTY AND SERVICES

To monitor and control the Shire's overhead operating accounts.

Private works, administration and public works overheads and plant operations.

Shire of Murray

Notes to and Forming Part of the Financial Report

for the year ended 30 June 2025

Note 24. Function and activity (continued)

(b) Income and expenses

	2025 Actual \$	2024 Actual \$
Income excluding grants, subsidies and contributions and capital grants, subsidies and contributions		
Governance	1,106	21,343
General purpose funding	23,630,563	22,331,418
Law, order, public safety	142,230	112,319
Health	96,751	72,185
Education and welfare	11,036	8,281
Housing	35,935	32,463
Community amenities	4,699,879	4,409,999
Recreation and culture	1,797,161	1,524,280
Transport	235,410	397,636
Economic services	1,807,254	1,567,596
Other property and services	309,657	1,716,972
	32,766,982	32,194,492
Grants, subsidies and contributions and capital grants, subsidies and contributions		
General purpose funding	2,126,157	2,695,546
Law, order, public safety	738,338	493,472
Health	–	10,000
Education and welfare	2,500	9,909
Community amenities	35,014	1,312,411
Recreation and culture	522,484	2,867,946
Transport	13,931,082	6,189,458
Economic services	1,834,806	1,751,849
Other property and services	207,485	5,462
	19,397,866	15,336,053
Total income	52,164,848	47,530,545
Expenses		
Governance	(2,406,395)	(2,415,498)
General purpose funding	(792,414)	(862,606)
Law, order, public safety	(2,368,192)	(2,119,602)
Health	(797,660)	(433,121)
Education and welfare	(304,087)	(276,320)
Housing	(58,498)	(49,846)
Community amenities	(6,726,288)	(6,329,646)
Recreation and culture	(10,454,633)	(10,083,514)
Transport	(9,793,071)	(8,280,019)
Economic services	(3,698,861)	(3,613,897)
Other property and services	(965,183)	(2,248,298)
Total expenses	(38,365,282)	(36,712,367)
Net result for the period	13,799,566	10,818,178

Shire of Murray

Notes to and Forming Part of the Financial Report

for the year ended 30 June 2025

Note 24. Function and activity (continued)

(c) Assets

	2025	2024
	Actual	Actual
	\$	\$
Governance	5,010,234	4,865,980
General purpose funding	3,622,611	3,200,197
Law, order, public safety	5,614,982	5,640,396
Health	54,866	69,593
Education and welfare	265,056	228,445
Housing	1,248,297	1,258,045
Community amenities	6,675,349	6,538,525
Recreation and culture	62,013,612	62,247,246
Transport	347,410,959	337,834,266
Economic services	44,798,632	44,228,305
Other property and services	6,037,382	5,677,060
Unallocated	16,333,694	12,882,050
	499,085,674	484,670,108

Notes to and Forming Part of the Financial Report for the year ended 30 June 2025

RATE TYPE		RATE DESCRIPTION												2023/24	
BASIS OF VALUATION	RATE IN \$	NUMBER OF PROPERTIES	2024/25		2024/25		2024/25		2024/25		2024/25		2024/25		ACTUAL TOTAL REVENUE
			ACTUAL RATEABLE VALUE	ACTUAL RATE REVENUE	ACTUAL INTERIM RATES	ACTUAL TOTAL REVENUE	BUDGET RATE REVENUE	BUDGET INTERIM RATE	BUDGET TOTAL REVENUE						
(a) General Rates															
Gross rental valuation	0.079997	6,214	159,702,701	12,775,737	396,310	13,172,047	12,775,737	157,778	12,933,515			11,281,992			
Gross rental valuation	—	—	—	—	—	—	—	—	—	—	—	1,552,941			
Unimproved valuation	0.006383	748	597,912,000	3,816,473	5,874	3,822,347	3,816,472	104,205	3,920,677			3,663,038			
Unimproved valuation	0.012702	16	44,693,166	567,693	(776)	566,917	567,693	—	567,693			529,241			
Unimproved valuation	0.006491	292	81,716,000	530,418	63,607	594,025	530,419	—	530,419			552,658			
Total general rates		7,270	884,023,867	17,690,321	465,015	18,155,336	17,690,321	261,983	17,952,304			17,579,870			
Minimum payment															
Gross rental valuation	1,317.00	2,216	26,878,273	2,918,472	—	2,918,472	2,918,472	—	2,918,472			2,148,832			
Gross rental valuation	—	—	—	—	—	—	—	—	—			34,209			
Gross rental valuation	991.00	185	400,998	183,335	—	183,335	183,335	—	183,335			176,305			
Unimproved valuation	1,317.00	65	10,111,798	85,605	—	85,605	85,605	—	85,605			97,559			
Unimproved valuation	1,317.00	11	266,077	14,487	—	14,487	14,487	—	14,487			12,670			
Unimproved valuation	1,317.00	248	33,001,100	326,616	—	326,616	326,616	—	326,616			278,740			
Total minimum payments		2,725	70,658,246	3,528,515	—	3,528,515	3,528,515	—	3,528,515			2,748,315			
Total general rates and minimum payments		9,995	954,682,113	21,218,836	465,015	21,683,851	21,218,836	261,983	21,480,819			20,328,185			
Specified Area Rate															
Gross rental valuation	0.0051000	509	12,055,220	61,482	261	61,743	61,482	—	61,482			60,435			
Gross rental valuation	0.0048000	478	11,378,970	54,619	147	54,766	54,619	—	54,619			53,211			
Gross rental valuation	0.0050000	264	6,805,990	34,030	(760)	33,270	34,030	—	34,030			33,035			
Gross rental valuation	0.0050000	56	1,373,370	6,867	1	6,868	6,867	—	6,867			6,681			
Gross rental valuation	0.0033500	688	13,250,980	44,391	7,293	51,684	44,391	—	44,391			45,918			
Ex-gratia rates		—	—	7,795	—	7,795	4,650	—	4,650			5,879			
DPLH - Dampier Bunbury Natural Gas Pipeline															
Total amount raised from rates (excluding general rates)		1,995	44,864,530	209,184	6,942	216,126	206,039	—	206,039			205,159			
(b) Rates related information															
Rate instalment interest															
Rates instalment plan charges															
Rates overdue interest															
Rates written off															
(179,644)															
21,507,214															
20,533,344															
(173,614)															
20,359,730															
66,569															
78,490															
299,316															
3,339															

(*) Rateable Value at time of raising of rate.

Shire of Murray

Notes to and Forming Part of the Financial Report

for the year ended 30 June 2025

Note 26. Determination of surplus or deficit

	2024/25	2024/25	2023/24
	(30 June 2025	Budget	(30 June 2024
	Carried	(30 June 2024	Carried
	Forward)	Carried	Forward)
Note	\$	\$	\$

(a) Non-cash amounts excluded from operating activities

The following non-cash revenue or expenditure has been excluded from amounts attributable to operating activities within the Statement of Financial Activity in accordance with *Financial Management Regulation 32*.

Adjustments to operating activities

Less: Profit on asset disposals	(101,034)	(121,191)	(29,267)
Less: Fair value adjustments to financial assets at fair value through profit or loss	4,440	—	(2,102)
Add: Loss on disposal of assets	108,247	79,536	22,850
Add: Depreciation	9,000,427	7,838,257	7,777,207
Non-cash movements in non-current assets and liabilities:			
Pensioner deferred rates	(112,947)	—	(178,164)
Employee benefit provisions	52,955	—	(67,468)
Contract liabilities	(3,017,579)	—	—
Receivables for employee related provisions	(13,121)	—	157
Prepayments	7,493	—	(11,903)
Non-cash amounts excluded from operating activities	5,928,881	7,796,602	7,511,310

(b) Non-cash amounts excluded from investing activities

The following non-cash revenue or expenditure has been excluded from amounts attributable to investing activities within the Statement of Financial Activity in accordance with *Financial Management Regulation 32*.

Adjustments to investing activities

Property, plant and equipment received for substantially less than fair value	8(a)	401,630	—	—
Infrastructure received for substantially less than fair value	9(a)	10,518,181	—	3,862,347
Property, plant and equipment disposed for substantially less than fair value		(70,000)	—	—
Non-cash capital grants, subsidies and contributions		(10,849,811)	—	(3,862,347)
Right of use assets received - non cash	11(a)	126,335	—	—
Transfer of right-of-use asset to property, plant and equipment on lease expiry		113,178	—	—
Non-cash amounts excluded from investing activities		239,513	—	—

Shire of Murray

Notes to and Forming Part of the Financial Report

for the year ended 30 June 2025

Note 26. Determination of surplus or deficit (continued)

		2024/25	2024/25	2023/24
		(30 June 2025	Budget	(30 June 2024
		Carried	(30 June 2024	Carried
		Forward)	Carried	Forward)
Note		\$	\$	\$
(c) Non-cash amounts excluded from financing activities				
The following non-cash revenue or expenditure has been excluded from amounts attributable to financing activities within the Statement of Financial Activity in accordance with Financial Management Regulation 32.				
Adjustments to financing activities				
Non cash proceeds from new leases	27(b)	(126,335)	—	—
Non-cash amounts excluded from financing activities		(126,335)	—	—
(d) Surplus/(deficit) after imposition of general rates				
The following current assets and liabilities have been excluded from the net current assets used in the Statement of Financial Activity in accordance with <i>Financial Management Regulation 32</i> to agree to the surplus/(deficit) after imposition of general rates.				
Adjustments to net current assets				
Less: Reserve accounts	28	(15,340,017)	(16,327,824)	(16,576,269)
Less: Financial assets at amortised cost - self supporting loans	4(a)	(24,248)	(24,248)	(24,123)
Add: Current liabilities not expected to be cleared at end of year				
- Current portion of borrowings	15	328,369	364,519	464,586
- Current portion of lease liabilities	11(b)	133,038	103,019	128,817
- Employee benefit provisions		597,002	597,002	597,002
Less: Proceeds on other loans and receivables		(20,000)	—	—
Total adjustments to net current assets		(14,325,856)	(15,287,532)	(15,409,987)
Net current assets used in the Statement of Financial Activity				
Total current assets		40,688,080	28,768,611	38,022,356
Less: Total current liabilities		(17,089,345)	(12,660,664)	(13,159,185)
Less: Total adjustments to net current assets		(14,325,856)	(15,287,532)	(15,409,987)
Surplus or deficit after imposition of general rates		9,272,879	820,415	9,453,184

Shire of Murray

Notes to and Forming Part of the Financial Report for the year ended 30 June 2025

Note 27. Borrowing and lease liabilities

(a) Borrowings

Purpose	Note	Principal at 1 July 2023	New loans during 2023-24	Principal repayments during 2023-24	Actual Principal at 30 June 2024	New loans during 2024-25	Principal repayments during 2024-25	Principal at 30 June 2025	Principal at 1 July 2024	Budget	
										New loans during 2024-25	Principal repayments during 2024-25
Lots 85-88 George Street		168,626	–	(83,041)	85,585	–	(85,585)	–	85,585	–	(85,585)
Lot 1213 South Western Highway		293,613	–	(114,734)	178,879	–	(118,330)	–	178,879	–	(118,330)
Murray Foreshore Upgrade		143,065	–	(19,542)	123,543	–	(19,834)	60,549	123,543	–	(19,834)
Exchange Hotel		201,322	–	(31,802)	169,520	–	(32,483)	103,709	169,520	–	(32,483)
Camp Road Properties		536,005	–	(29,995)	506,010	–	(31,092)	474,918	506,010	–	(31,092)
Pinjarra Underground Power		576,837	–	(36,234)	540,603	–	(37,433)	503,170	540,603	–	(37,433)
Dwellingup Trails Centre		784,928	–	(58,858)	726,070	–	(59,975)	666,095	726,071	–	(59,975)
Exchange Hotel Construction		1,674,210	–	(53,322)	1,620,888	–	(55,731)	1,565,157	1,620,888	–	(55,732)
IT Communications Upgrade - Live Streaming		–	–	–	–	–	–	–	–	200,000	–
Total		4,378,626	–	(427,528)	3,951,098	–	(440,463)	3,510,635	3,951,099	200,000	(440,464)
Self Supporting Loans											
Pinjarra Bowling & Recreation Club Inc		72,370	–	(23,999)	48,371	–	(24,123)	24,248	48,371	–	(24,123)
Total Self Supporting Loans		72,370	–	(23,999)	48,371	–	(24,123)	24,248	48,371	–	(24,123)
Total Borrowings	15	4,450,996	–	(451,527)	3,999,469	–	(464,586)	3,534,883	3,999,470	200,000	(464,587)

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

Borrowing Finance Cost Payments

Purpose	Loan number	Institution *	Interest rate	Date final payment is due	Actual for year ending 30 June 2025	Budget for year ending 30 June 2025	Actual for year ending 30 June 2024
Administration Centre Extension Construction							
Lots 85-88 George Street	174e	ATC	0.00%	09/04/22	–	–	–
Lot 1213 South Western Highway	175a	WATC	3.04%	14/05/25	(2,294)	(2,634)	(5,420)
Murray Foreshore Upgrade	179	WATC	3.11%	29/10/26	(4,921)	(5,554)	(9,397)
Exchange Hotel	180	WATC	1.49%	30/04/30	(2,524)	(2,574)	(2,961)
Camp Road Properties	182	WATC	2.13%	31/05/29	(4,493)	(4,551)	(5,401)
Pinjarra Underground Power	178	WATC	3.61%	15/06/37	(21,249)	(21,301)	(22,571)
Dwellingup Trails Centre	184	WATC	3.28%	23/05/36	(20,990)	(21,120)	(22,459)
Exchange Hotel Construction	187	WATC	1.89%	30/04/35	(18,157)	(18,349)	(19,735)
			4.47%	24/10/29	(82,533)	(82,995)	(85,375)
Total					(157,161)	(159,078)	(173,319)
Self Supporting Loans Finance Cost Payments							
Pinjarra Bowling & Recreation Club Inc	183	WATC	0.52%	15/01/28	(380)	(437)	(676)
Total Self Supporting Loans Finance Cost Payments					(380)	(437)	(676)
Total Finance Cost Payments					(157,541)	(159,515)	(173,995)

(*) WA Treasury Corporation

Shire of Murray

Notes to and Forming Part of the Financial Report
for the year ended 30 June 2025

Note 27. Borrowing and lease liabilities (continued)

(b) Lease liabilities

Purpose	Note	Principal at 1 July 2023	New leases during 2023-24	Principal repayments during 2023-24	Actual		Principal repayments during 2024-25	New leases during 2024-25	Principal repayments during 2024-25	Budget		Principal at 1 July 2024	New leases during 2024-25	Principal repayments during 2024-25	Principal at 30 June 2025	Principal at 30 June 2025
					Principal at 30 June 2024					Budget						
		\$	\$	\$	\$		\$	\$	\$	\$		\$	\$	\$	\$	\$
Pinjarra Court House		105,551	—	(1,357)	104,194		—	—	(1,421)	—		104,193	—	(1,421)	102,772	
Solar Panels MALC		27,770	—	(25,612)	2,158		—	—	(2,158)	—		2,158	—	(2,158)	—	
Cardio Equipment		35,255	—	(23,438)	11,817		—	—	(11,817)	—		11,817	—	(11,817)	—	
Solar Panels Operations Centre		6,345	—	(5,063)	1,282		—	—	(1,282)	—		1,282	—	(1,282)	—	
Photocopiers		42,863	—	(18,900)	23,963		—	—	(19,140)	—		23,963	—	(19,140)	4,823	
Solar Panels Administration Building		18,594	—	(5,623)	12,971		—	—	(5,710)	—		12,971	—	(5,710)	7,261	
IT Servers		80,783	—	(19,086)	61,695		—	—	(19,808)	—		61,695	—	(19,808)	41,887	
HPE Nimble Storage Array		179,719	—	(39,475)	140,244		—	—	(41,151)	—		140,244	—	(41,151)	99,093	
ARUBA Switches		103,958	—	(21,435)	82,523		—	—	(22,355)	—		82,523	—	(22,355)	60,167	
APC Smart Ups		18,485	—	(3,811)	14,674		—	—	(3,975)	—		14,674	—	(3,975)	10,699	
Gymnasium Equipment		—	—	—	—		126,335	—	(14,464)	—		—	—	—	—	
Total lease liabilities	11(b)	619,323	—	(163,802)	455,521		126,335	—	(143,281)	—		455,520	—	(128,818)	326,702	

Lease Finance Cost Payments

Purpose	Lease number	Institution	Lease interest rate	Date final payment is due	Actual for year ending 30 June		Budget for year ending 30 June		Actual for year ending 30 June		Lease term	
					2025		2025		2024		2024	
					\$		\$		\$		\$	
Pinjarra Court House	12	National Trust	2.13%	31/07/59	(2,191)		(2,219)		(2,222)		480	
Solar Panels MALC	15	Capital Finance	2.13%	13/07/24	(2)		(4)		(317)		60	
Cardio Equipment	16	MAIA Financial	0.67%	02/10/24	(17)		(49)		(230)		48	
Solar Panels Operations Centre	1	MAIA Financial	2.13%	01/07/24	—		(7)		(66)		60	
Photocopiers	17	MAIA Financial	0.71%	02/07/25	(153)		(212)		(393)		60	
Solar Panels Administration Building	19	Vestone Capital	0.84%	01/07/26	(145)		(167)		(233)		60	
IT Servers	20	Vestone Capital	3.72%	01/04/27	(1,839)		(2,021)		(2,565)		60	
HPE Nimble Storage Array	21	Vestone Capital	4.18%	01/07/27	(4,797)		(5,223)		(6,491)		60	
ARUBA Switches	22	Vestone Capital	4.22%	01/10/27	(2,899)		(3,132)		(3,827)		60	
APC Smart UPS	23	Vestone Capital	4.22%	01/10/27	(515)		(557)		(681)		60	
Gymnasium Equipment	25	CHG-Meridian Australia	4.96%	01/01/29	(3,044)		—		—		48	
Total finance cost payments					(15,602)		(13,591)		(17,027)			

Shire of Murray

Notes to and Forming Part of the Financial Report for the year ended 30 June 2025

Note 28. Reserve accounts

	2025 Opening Balance Actual	2025 Transfer Actual	2025 Transfer to Actual	2025 Closing Balance Actual	2025 Opening Balance Budget	2025 Transfer Budget	2025 Transfer to Budget	2025 Closing Balance Budget	2024 Opening Balance Actual	2024 Transfer Actual	2024 Transfer to Actual	2024 Closing Balance Actual	2024 Transfer (from) Actual	2024 Closing Balance Actual
Restricted by legislation/agreement														
(a) Peel Mosquito Management Reserve	10,749	–	–	–	10,749	6,000	–	16,749	5,743	5,006	–	10,749	–	10,749
(b) Unspent Grants, Contributions & Loans Reserve	3,223,444	158,989	(2,945,812)	436,621	3,336,345	–	–	3,017,579	3,017,579	355,865	(150,000)	3,223,444	–	3,223,444
(c) Yunderup Canal General Maintenance Reserve	334,330	54,766	(5,302)	383,794	334,330	54,619	–	347,892	302,764	53,211	(21,645)	334,330	–	334,330
(d) Willow Gardens General Canal Maintenance Reserve	96,898	6,868	(247)	103,519	96,898	6,867	–	43,975	90,478	6,681	(261)	96,898	–	96,898
(e) Murray Lakes General Canal Maintenance Reserve	95,246	33,270	(1,164)	127,352	95,246	34,030	–	106,694	301,698	33,034	(239,486)	95,246	–	95,246
(f) Entrance Channel Reserve	685,707	123,486	–	809,193	685,707	122,964	–	808,671	564,837	120,870	–	685,707	–	685,707
(g) Austin Lakes Phase 2 Maintenance Reserve	382,826	51,684	(26,520)	407,990	382,826	44,391	–	375,597	367,907	45,919	(31,000)	382,826	–	382,826
(h) Heritage Rail Precinct Reserve	39,794	–	–	39,794	68,968	–	–	68,968	39,794	–	–	39,794	–	39,794
(i) General Developers Reserve	957,879	–	(15,368)	942,511	957,879	–	–	863,746	957,879	–	–	957,879	–	957,879
(j) Austin Lakes Asset Replacement Reserve	699,850	28,887	–	728,737	670,676	21,500	–	692,176	670,676	29,174	–	699,850	–	699,850
(k) Cash in Lieu of Public Open Space - Pinjarra	87,831	–	(87,831)	–	82,262	–	–	(82,262)	82,262	5,569	–	87,831	–	87,831
	6,614,554	457,950	(3,092,993)	3,979,511	6,721,886	290,371	(670,210)	6,342,047	6,401,617	655,329	(442,392)	6,614,554		
Restricted by council														
(l) Leave reserve	597,002	–	–	597,002	597,002	–	–	597,002	597,002	–	–	597,002	–	597,002
(m) Workers Compensation Reserve	198,003	–	–	198,003	198,003	–	–	198,003	198,003	–	–	198,003	–	198,003
(n) Waste Management Reserve	2,143,697	4,318,768	(4,734,286)	1,728,179	2,143,697	4,057,265	–	1,219,205	3,340,596	3,181,598	(4,378,497)	2,143,697	–	2,143,697
(o) Asset Enhancement Reserve	2,611,414	2,000,000	(185,517)	4,425,897	2,603,359	1,000,000	–	3,206,592	2,375,723	1,558,055	(1,322,364)	2,611,414	–	2,611,414
(p) Building Renewal Reserve	444,875	217,042	(2,664)	659,253	444,875	217,042	–	593,745	267,812	178,891	(1,828)	444,875	–	444,875
(q) Plant & Vehicle Reserve	612,883	–	(326,251)	286,632	612,883	–	–	286,632	568,214	91,744	(47,075)	612,883	–	612,883
(r) Road, Drainage & Pathway Reserve	2,048,650	237,041	(741,522)	1,544,169	2,048,650	430,240	–	2,047,950	1,605,796	442,854	–	2,048,650	–	2,048,650
(s) Parks & Recreation Reserve	500,637	159,595	–	660,232	500,637	159,595	–	660,232	525,244	–	(24,607)	500,637	–	500,637
(t) Murray Leisure Centre Capital Reserve	361,858	95,406	–	457,264	361,858	95,406	–	457,264	276,693	85,165	–	361,858	–	361,858
(u) Heiron Point Reserve	86,414	114,402	(69,927)	130,889	86,414	95,000	–	46,166	53,859	113,318	(80,763)	86,414	–	86,414
(v) Food Innovation Precinct WA Reserve	60,000	30,000	–	90,000	60,000	30,000	–	90,000	30,000	30,000	–	60,000	–	60,000
(w) Bridge Reserve	296,282	286,704	–	582,986	296,282	286,704	–	582,986	–	296,282	–	296,282	–	296,282
	9,961,715	7,458,958	(6,060,167)	11,360,506	9,953,660	6,371,252	(6,339,135)	9,985,777	9,838,942	5,977,907	(5,855,134)	9,961,715		
	16,576,269	7,916,908	(9,153,160)	15,340,017	16,675,546	6,661,623	(7,009,345)	16,327,824	16,240,559	6,633,236	(6,297,526)	16,576,269		

All reserves are supported by cash and cash equivalents and financial assets at amortised cost and are restricted within equity as Reserve accounts.

In accordance with Council resolutions or adopted budget in relation to each reserve account, the purpose for which the reserves are set aside and their anticipated date of use are as follows:

Shire of Murray

Notes to and Forming Part of the Financial Report for the year ended 30 June 2025

Note 28. Reserve accounts (continued)

Name of Reserve	Purpose of the reserve
Restricted by legislation/agreement	
(a) Peel Mosquito Management Reserve	To provide contingency funds for the Peel Mosquito Management Group as per the CLAG memorandum of understanding.
(b) Unspent Grants, Contributions & Loans Reserve	To receive unspent grants and contributions not expected to be spent in the current financial year.
(c) Yunderup Canal General Maintenance Reserve	To receive specified area rates to be used in maintaining the canal waterway and associated infrastructure.
(d) Willow Gardens General Canal Maintenance Reserve	To receive specified area rates to be used in maintaining the canal waterway and associated infrastructure.
(e) Murray Lakes General Canal Maintenance Reserve	To receive specified area rates to be used in maintaining the canal waterway and associated infrastructure.
(f) Entrance Channel Reserve	To receive specified area rates for the purpose of dredging the entrance channel to Yunderup Estate and Murray Waters.
(g) Austin Lakes Phase 2 Maintenance Reserve	To receive specified area rates for the purpose of maintaining the lake and public open space in Austin Lakes Phase 2.
(h) Heritage Rail Precinct Reserve	Provision for the upgrade and maintenance of the rail heritage building and surrounding precinct.
(i) General Developers Reserve	To receive developer's contributions to assist in the construction or upgrade of infrastructure associated with new land developments.
(j) Austin Lakes Asset Replacement Reserve	To receive developer's contributions to assist in the repair, maintenance and replacement of major infrastructure associated with the lake development at Austin Lakes Estate and to assist in maintaining lake water quality.
(k) Cash in Lieu of Public Open Space - Pinjarra	To receive developer's contributions for public open space projects in Pinjarra.
Restricted by council	
(l) Leave Reserve	To fund annual and long service leave/termination entitlements.
(m) Workers Compensation Reserve	To provide contingency funds for the annual workers compensation insurance premium under the performance based contributions scheme.
(n) Waste Management Reserve	To provide for current and future waste management services for the Shire of Murray.
(o) Asset Enhancement Reserve	Provision for the construction, acquisition, upgrade or maintenance of property, plant & equipment, excluding heavy plant and light vehicles.
(p) Building Renewal Reserve	Provision for the renewal of building assets.
(q) Plant & Vehicle Reserve	Provision for the replacement or purchase of heavy plant and light vehicles.
(r) Road, Drainage & Pathway Reserve	Provision for the construction, upgrade or renewal of infrastructure assets.
(s) Parks & Recreation Reserve	Provision for the construction, upgrade or renewal of infrastructure assets associated with parks, recreation, waterways and streetscapes.
(t) Murray Leisure Centre Capital Reserve	Provision for the renewal of capital items at the Murray Aquatic & Leisure Centre.
(u) Heron Point Reserve	To receive excess revenue proceeds from the Heron Point Camping Grounds to assist in the future upgrade and development of the area.
(v) Food Innovation Precinct WA Reserve	Provision for future operations and major repairs and maintenance on the Food Innovation Precinct WA buildings and associated infrastructure.
(w) Bridge Reserve	Provision for the construction, upgrade or renewal of Bridge assets.

Shire of Murray

Notes to and Forming Part of the Financial Report

for the year ended 30 June 2025

Note 29. Trust funds

	1-Jul-2024	Amounts received	Amounts paid	30 June 2025
	\$	\$	\$	\$

Funds held at balance date which are required to be held in trust and which are not included in the financial statements are as follows:

Unclaimed Monies	38,680	—	—	38,680
	<u>38,680</u>	<u>—</u>	<u>—</u>	<u>38,680</u>



Auditor General

INDEPENDENT AUDITOR'S REPORT

2025

Shire of Murray

To the Council of the Shire of Murray

Opinion

I have audited the financial report of the Shire of Murray (Shire) which comprises:

- the statement of financial position as at 30 June 2025, the statement of comprehensive income, statement of changes in equity, statement of cash flows and statement of financial activity for the year then ended
- notes comprising a summary of material accounting policies and other explanatory information.

In my opinion, the financial report:

- is based on proper accounts and records
- presents fairly, in all material respects, the results of the operations of the Shire for the year ended 30 June 2025 and its financial position at the end of that period
- is in accordance with the *Local Government Act 1995* (the Act) and, to the extent that they are not inconsistent with the Act, Australian Accounting Standards.

Basis for opinion

I conducted my audit in accordance with Australian Auditing Standards. My responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial report section below.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Other information

The Chief Executive Officer (CEO) is responsible for the preparation and the Council for overseeing the other information. The other information is the information in the entity's annual report for the year ended 30 June 2025, but not the financial report and my auditor's report.

My opinion on the financial report does not cover the other information and accordingly, I do not express any form of assurance conclusion thereon.

In connection with my audit of the financial report, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial report or my knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude that there is a material misstatement of this other information, I am required to report that fact. I did not receive the other information prior to the date of this auditor's report. When I do receive it, I will read it and if I conclude that there is a material misstatement in this information, I am required to communicate the matter to the CEO and Council and request them to correct the misstated information. If the misstated information is not corrected, I may need to retract this auditor's report and re-issue an amended report.

Responsibilities of the Chief Executive Officer and Council for the financial report

The Chief Executive Officer (CEO) of the Shire is responsible for:

- keeping proper accounts and records
- preparation and fair presentation of the financial report in accordance with the requirements of the Act, the Regulations and Australian Accounting Standards
- managing internal control as required by the CEO to ensure the financial report is free from material misstatement, whether due to fraud or error.

In preparing the financial report, the CEO is responsible for:

- assessing the Shire's ability to continue as a going concern
- disclosing, as applicable, matters related to going concern
- using the going concern basis of accounting unless the State Government has made decisions affecting the continued existence of the Shire.

The Council is responsible for overseeing the Shire's financial reporting process.

Auditor's responsibilities for the audit of the financial report

As required by the *Auditor General Act 2006*, my responsibility is to express an opinion on the financial report. The objectives of my audit are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with Australian Auditing Standards will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial report. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations or the override of internal control.

A further description of my responsibilities for the audit of the financial report is located on the Auditing and Assurance Standards Board website. This description forms part of my auditor's report and can be found at https://www.auasb.gov.au/auditors_responsibilities/ar4.pdf.

My independence and quality management relating to the report on the financial report

I have complied with the independence requirements of the *Auditor General Act 2006* and the relevant ethical requirements relating to assurance engagements. In accordance with ASQM 1 *Quality Management for Firms that Perform Audits or Reviews of Financial Reports and Other Financial Information, or Other Assurance or Related Services Engagements*, the Office of the Auditor General maintains a comprehensive system of quality management including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Matters relating to the electronic publication of the audited financial report

This auditor's report relates to the financial report of the Shire of Murray for the year ended 30 June 2025 included in the annual report on the Shire's website. The Shire's management is responsible for the integrity of the Shire's website. This audit does not provide assurance on the integrity of the Shire's website. The auditor's report refers only to the financial report. It does not provide an opinion on any other information which may have been hyperlinked to/from the annual report. If users of the financial report are concerned with the inherent risks arising from publication on a website, they are advised to contact the Shire to confirm the information contained in the website version.



Aram Madnack
Acting Senior Director Financial Audit
Delegate of the Auditor General for Western Australia
Perth, Western Australia
18 November 2025



Shire of Murray

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