



MOIRA SHIRE
ANNUAL REPORT
2021/22



OUR COUNCIL VISION

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

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REPORT OF OPERATIONS



INTRODUCTION

Council is committed to transparent reporting and accountability to the community and the Report of Operations 2021/22 is the primary means of advising the Moira Shire Council community about Council's operations and performance during the financial year.

OUR COUNCIL VISION

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

OUR STRATEGIC PILLARS



A welcoming and inclusive place



A diverse and dynamic economy



A clean green environment



Customer focused and responsive



Transparent and accountable governance

CORE VALUES

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



Respect



Honesty



Accountability



Teamwork



Integrity

OUR COMMUNITY VISION

In 2035, the Moira Shire is a connected, healthy, educated and inclusive community of towns, regions, businesses and natural spaces including the best features of the Murray River. We have a sustainable lifestyle, which protects the environment and enables business opportunities. Our Shire celebrates our cultural and indigenous heritage and embraces our future as a community in which to live, visit and stay. Our community is enabled and supported by a progressive, consultative, accountable, transparent and responsive Council.

OUR COMMUNITY

In 2021 Moira Shire's population was

30,522

2021 Census

Our population includes



49.9%
males



50.1%
females



2.1%
identify as Aboriginal and/or Torres Strait Islander



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



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



48 years
is our population's median age

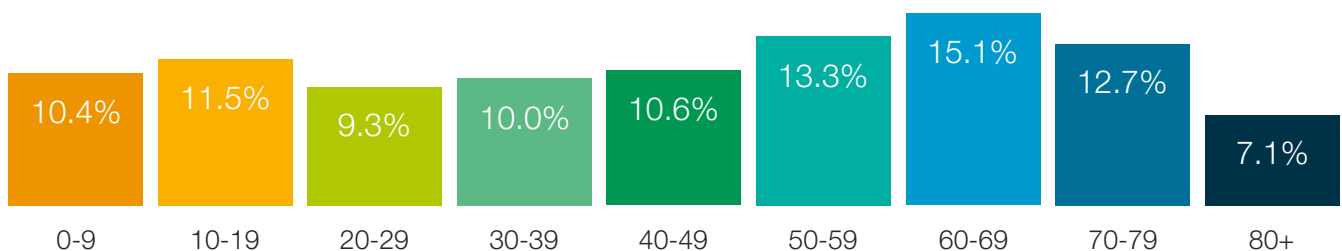


14.61%
of residents have volunteered for an organisation or group



14,907
private dwellings

Population by Age



FAST FACTS ABOUT OUR SERVICES



45,766

calls answered by our
Customer Experience team



18,276

rateable
properties



434

planning applications
received



4,264

vaccines administered by
Immunisation Services



357

births registered in the shire
for the year



3,077

consultations with Maternal
and Child Health nurses



4,911 t

of general waste
collected



2,566 t

of commingled recycling
collected



4,062 t

of food and organic waste
collected



10,000

trees and shrubs
planted



4,130

dogs
registered



1,146

cats
registered



83

animals
rehomed



41

groups assisted by Community
Strengthening Grants



3,655 km

of roads
maintained



181 km

of footpaths
maintained



683

public
structures



558

inspections of food, health and
accommodation premises



104

inspections of septic
tanks systems



117

nuisance complaints
investigated

CHALLENGES AND FUTURE OUTLOOK

CHALLENGES

- Advocacy is important for our shire as our community relies on State and Federal government services, policy and funding, for issues the community is facing such as increases in homelessness, the Green Route Bridge between Yarrowonga and Mulwala, and the state of the Murray Valley Highway.
- Compared with other Victorian Councils, Moira Shire covers a large geographic area with multiple service locations and a relatively small, dispersed and ageing population. This combination means Moira Shire has relatively higher costs to deliver the equivalent range and standard of Council services.
- The ability for Moira Shire Council to fund our existing range, standard and location of services will be more difficult over coming years as rate capping progressively impacts on Council's financial resources. This is evident with the current Consumer Price Index (CPI) for the 12 months from June 2021 to June 22 at 6.1 percent while the rate cap for 2021/22 was 1.5 percent and for 2022/23 at 1.75 percent.
- The competition for grant funding is expected to increase significantly as rate capping forces Councils to seek alternative funding options to maintain existing infrastructure and invest in new programs and services.
- The value of Federal Financial Assistance Grants provided to local government has declined over the past three decades from around 1 percent of Commonwealth taxation revenue to around 0.55 percent. At roughly 18 percent of Moira Shire's revenue, the Federal Financial Assistance Grant are a vital source of income.
- Our community's capacity to pay has peaked and there is limited scope to supplement rate revenue through other income streams. Despite complying with the rate cap, a boom in property valuations has impacted some ratepayers more than others, creating a redistributive effect. Moira Shire does not generate any more income from an increase in property valuations.
- Many of Moira Shire's assets are in the latter stage of their useful life and community use is declining, but community service standards along with public use, safety and construction standards are increasing. For the 2022/23 adopted budget, Moira Shire has moved to fully funding renewals to help offset this gap, however, this will limit the amount of discretionary funding for new capital works.

THE FUTURE

- Completing key projects commenced in 2021/22.
- Catch up of the \$35 million in carried forward projects from previous years.
- Funding 100% renewal on our assets.
- Development of a 10-year capital works plan in conjunction with a long-term financial planning framework.
- Development of a Customer Experience and Transformation Strategy.
- Finalise development of Council's new Environmental Sustainability Strategy.
- Continuing to implement Council strategies and plans such as the Wellbeing for All Ages Strategy and Tourism Plan, both adopted during 2021/22.
- Commencement of Stage 1 of the Numurkah Flood Levee and Cobram East Flood Levee.
- Undertaking service planning for services provided by Council.



THE YEAR IN REVIEW

MESSAGE FROM THE MAYOR



I am pleased to present the 2021-2022 Annual Report.

The Annual Report reviews Moira Shire Council's achievements from the first year of the

2021-2025 Council Plan and details the Council's financial position for the 2022/23 financial year.

This report is a great chance to reflect on all the work we are doing as well as to identify all the important work that still needs to be done.

Our region is a great place to live, work and play and I am very proud of how the community has come together after the many impacts of the COVID-19 pandemic.

This year the Moira Shire Community Vision 2035 was developed and subsequently adopted in consultation with the wider community. We also entered into a Memorandum of Understanding with Indigo, Federation, and Berrigan Shire Councils to provide opportunities for improved service delivery, access to high quality community infrastructure, and positive social and economic outcomes without the restriction of borders.

We have seen a large increase in internal tourism as well as a massive migration to our region. With an excellent agricultural season and the return of regional and international tourism, our businesses have opened up with confidence and there is a sense of optimism and rejuvenation in all facets of life in our magnificent Moira. We look forward to supporting the community, local businesses and organisations as they go from strength to strength.

As we move forward into this exciting period for our Shire, now is the perfect time for us to re-evaluate and confirm our priorities, values, principles and plan for the future.

We will place even more focus on engaging with our communities by using multiple platforms to talk to all the different and diverse groups in our community to ensure Moira Shire is an inclusive and vibrant place where all can voice their views and aspirations.

We will represent your views as we make advocacy a priority, so your voice and concerns are heard by those who have the power to make the decisions that can improve life for the people of Moira Shire.

I want to thank all Councillors for their commitment in what has been a challenging but rewarding year. Most of all, I would like to thank the community for their ongoing resilience and support.

A handwritten signature in black ink, which appears to read "Libro Mustica". The signature is fluid and cursive.

Cr Libro Mustica
Mayor

MESSAGE FROM THE CHIEF EXECUTIVE OFFICER



Review, change and progress. Reflections on 2021/2022

I am extremely proud to be Chief Executive Officer of the Moira Shire Council.

My thanks go to Mayor Mustica, Deputy Mayors and Councillors, my wonderful staff, as well as the many residents and community groups in the Shire who have guided and supported me in this first year of my appointment. It has been a pleasure to get to know the people, places and passions of this magical part of the world.

My goal is for Moira Shire Council to be an 'honest, capable and reliable friend' to the community, staff and councillors. With three new Directors joining the team we now have the right leadership in place to make this a reality and to become the best shire in Victoria. We can achieve this by asking: Is this the best we possibly can do with the available resources? Is this the best person for the job? And do we know what the best looks like?

The latter question puts a responsibility on staff to actively seek out new ways of doing things to increase efficiency and deliver value for money. Specific areas that we continue to improve are enabling and managing flexible and hybrid work arrangements, as well as workplace health and safety, including psychosocial safety.

A priority this year was the review of Council's financial performance, which has resulted in increased membership of the Audit and Risk Committee and a revised charter, as well as the engagement of a dedicated Chief Financial Officer.

Council's decision to support 100 percent asset renewal (formerly 80 percent) in the 2022/2023 budget ensures the assets we have will be well maintained to prevent costly remediation and repairs in the future.

Moira Shire has numerous communities across a vast area, but what we all have in common is that we are stakeholders of the Moira Shire Council. My priority is to have the maximum participation and connection with Shire residents, including those Council has not succeeded in engaging with to date. This will be facilitated by a new organisational structure, which includes the new position of Marketing, Communications and Advocacy Manager and finding ways for all staff to be engaged in community activities.

Council's staff have delivered an amazing amount over a year of considerable organisational change, the tragic death of a valued staff member, pandemic lockdowns and staff shortages. Their dedication has, at times, been nothing short of heroic and demonstrates their love of, and commitment to the people of Moira Shire.

Clare Keenan
Chief Executive Officer

FINANCIAL SUMMARY

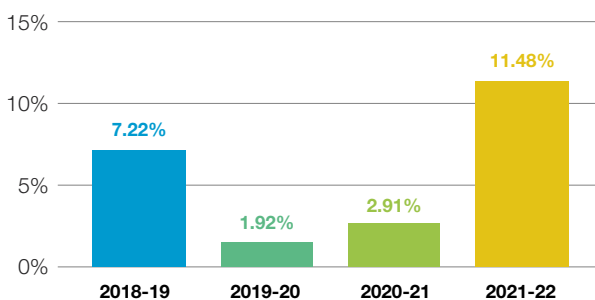
Council's financial position remains sound. A summary of the 2021/22 performance outlined below. Detailed information relating to Council's financial performance is included within the Financial Report and Performance Statement sections of this report.

OPERATING POSITION

Council achieved a surplus of \$19.14 million in 2021/22. This surplus is higher than the prior year surplus of \$14.15, mainly due to the Commonwealth Government paying 75% of Council's 2022/23 Financial Assistance grant in advance; this bought forward a further \$3.09 million in to 2021/22. In applying new accounting standards, Council also recognised higher capital grants income of \$9.88 million, this included income received in prior years for capital projects completed in 2021/22.

The adjusted underlying surplus (surplus after removing non-recurrent capital grants, cash and non-monetary capital contributions) is 11.48% when compared to adjusted underlying revenue. This is higher than the 2020-21 result of 2.91% the ratio is within the expected performance target band of -20% to 20%. Sustaining an adjusted underlying surplus is a critical financial strategy that provides capacity to renew the \$610 million of community assets under Council's control.

Adjusted underlying result ratio %

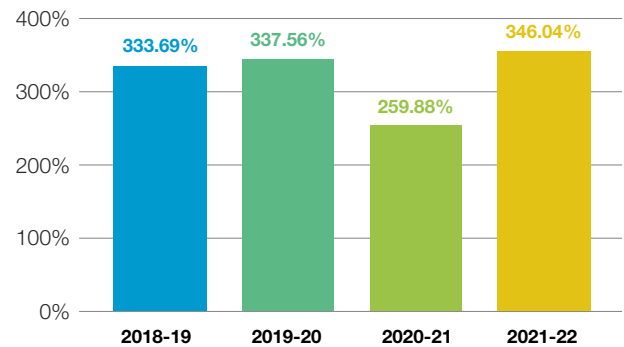


LIQUIDITY

Cash and other financial assets as at 30 June 2022 are \$55.93 million which is higher when compared to the 30 June 2021 figure of \$48.46 million mainly due to cash held to fund approved 2021/22 capital works projects to be completed in 2021/22 and \$9.26 million in 2022/23 Commonwealth Government Financial Assistance Grant funding.

The working capital ratio assesses Council's ability to meet current commitments is calculated by measuring Council's current assets as a percentage of current liabilities. Council's liquidity ratio level of 346.04% is an indicator of our satisfactory financial position, the ratio falls within performance target band of 100% to 400%.

Working capital ratio %

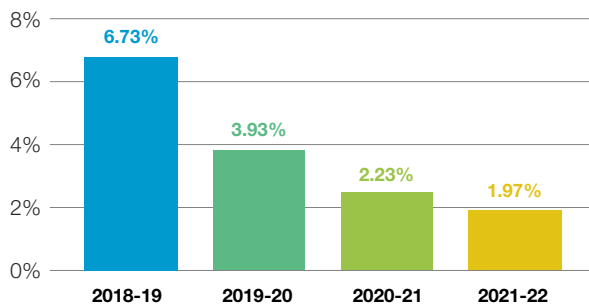


OBLIGATIONS

Council aims to ensure that it can maintain its infrastructure assets at the expected levels, while at the same time continuing to deliver the services needed by the community. To bridge the infrastructure gap, Council invested \$7.43 million in renewal works during the 2021/22 year with this funding from operational income.

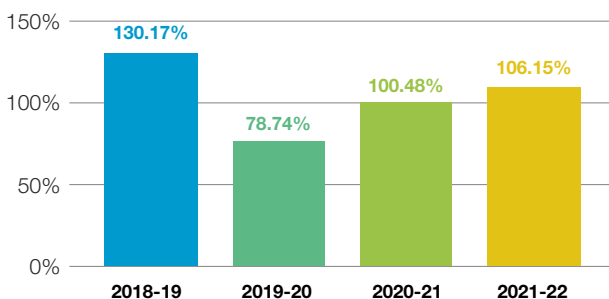
At the end of 2021/22 Council's debt ratio measured by comparing interest-bearing loans and borrowings to rate revenue was 1.97%, which is well within the expected performance target band of 0% to 70%.

Loans and borrowings compared to rates ratio %



Council's asset renewal and upgrade ratio measured by comparing asset renewal and upgrade expenditure to depreciation was 106.15%, this is higher than the 2020/21 result of 100.48% due to an increase in renewal and upgrade capital works, and result is within the expected performance target band of 40% to 130%.

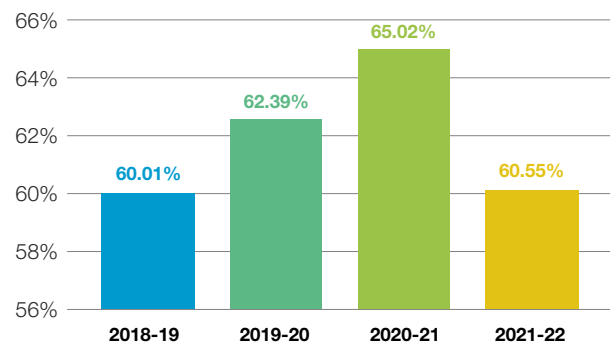
Asset renewal and upgrade ratio %



STABILITY AND EFFICIENCY

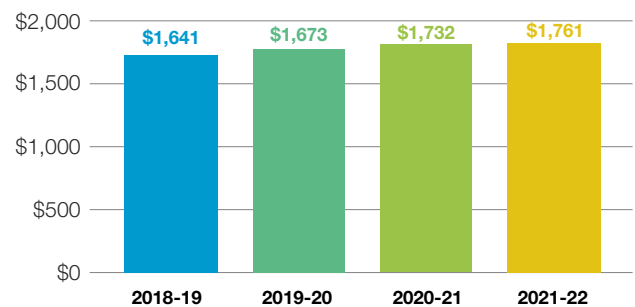
Council raises a range of revenue including rates, statutory fees, user fees, fines, grants and contributions. Council's rates concentration, which compares rate revenue to adjusted underlying revenue, was 60.55% for the 2021/22 year, which is within the expected performance target band of 30% to 80%.

Rates concentration ratio %



Council continues to focus on broadening its revenue base and for 2021/22 kept within the rate cap of 1.50%, which applies to the general rate in the dollar and the municipal charge. This resulted in an average charge per assessment of \$1,761.

Revenue level \$



DESCRIPTION OF OPERATIONS

Moira Shire Council is responsible for 50 major services, from family and children's services, traffic regulation, open space, youth facilities, waste management and community building, to matters concerning business development, planning for appropriate development and ensuring accountability for Council's budget. This broad range of community services and infrastructure for residents support the wellbeing and prosperity of our community. Details of these services can be found in this annual report.

Council's vision, strategic objectives and strategies to further improve services and facilities are described in our Council Plan 2021-2025 and the associated Budget 2021/22 and are reported upon in this document. Refer to the section on Our Performance for more information about Council services.

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

ECONOMIC FACTORS

- Interest Rates have increased significantly since May 2022. While this should lead to increased interest income from investments, this makes planned borrowings for capital projects more expensive and places further pressure on Council's underlying operating result.
- Inflation has increased significantly in the 12 months from June 2021 to June 2022. CPI was recorded at 6.1 percent for that period while the non-residential construction index increased 8.8% impacted by increased costs for steel, concrete and reinforcement, rising costs for fuel and additional pressure on wage costs and increased demand for skilled workers.
- The labour market continues to be a challenge for Councils, with scarcity in key skill areas such as planners, engineers and project managers.



MAJOR CAPITAL WORKS

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

During 2021/22, some of our major capital works highlights included:



Federation Park Cobram Play Space

This exciting project consisted of an entire new play space at Federation Park in Cobram suitable for various ages and abilities.

The project included:

- a new all abilities playground themed around local agriculture
- shade sails
- new BBQ's, rotundas and seating
- all abilities toilet block
- a new access ramp from the Federation Way entrance to the park
- disabled car parking off Punt Road
- linking each area

This project was jointly funded by Council, the Australian Government's Local Roads and Community Infrastructure Program and Drought Communities Programme.

Completion date

September 2021

Approximate cost

\$1.2million



Barmah Boat Ramp Precinct Project

This project consists of road, parking and playground upgrades at the Barmah Boat Ramp precinct. Works include:

- a remade play space
- reconfiguration of parking to parallel
- car and boat trailer car parking
- boat tie down area
- waiting to launch area
- pedestrian paths and connections
- new fencing to formalise traffic and parking

This project is funded through the Australian Government's Local Roads and Community Infrastructure Program.

Completion date

These works are almost complete.



Barmah Boat Ramp upgrade

In addition to the precinct works an upgrade of the boat ramp has been completed which included:

- reconstruction of car park and access to the boat ramp
- upgraded pedestrian access footpaths
- kerb and channel
- drainage
- landscaping

Completion date

30 June 2022

Approximate cost

\$254,000



Tungamah Recreation Reserve Change Rooms

After sustaining major flood damage in recent years, the old change rooms at the Tungamah Recreation Reserve were demolished and new change rooms constructed which included:

- home and away rooms
- trainers rooms
- umpires rooms
- an accessible toilet and shower
- gymnasium

This project was jointly funded by Council, the Australian Government Drought Communities Programme and the Tungamah Football Netball Club.

Completion date

September 2021

Approximate cost

\$1 million



Numurkah Skate Park Extension

This project comprised of a new extension to the existing skate park which included:

- a new beginners area
- additional seating and shading
- landscaping

This project was jointly funded by Council and the Australian Government's Drought Communities Programme.

Completion date

December 2021

Approximate cost

\$164,000



New Netball Courts Katamatite Recreation Reserves

Katamatite Recreation Reserve received an upgrade to the existing bitumen netball courts to concrete with a synthetic surface along with also lifting both netball spectator sheds making them higher and more user friendly.

This project was funded by Council.

Completion date	Approximate cost
February/March 2022	\$202,500



New Netball/Tennis Courts Strathmerton Recreation Reserves

Strathmerton received two new all-weather multipurpose netball / tennis courts with new rings.

This project was jointly funded by Council and Strathmerton Football Netball Club.

Completion date	Approximate cost
February/March 2022	\$202,500



River Road Yarrowonga Upgrade

In conjunction with Goulburn Murray Water, this project involved completing the installation of kerb and channel on the lakeside of River Road from Woods Road to the Frank Keenan Reserve car park, which also included upgrade of the carpark.

This project is jointly funded by Council and the Australian Government's Local Roads and Community Infrastructure Program.

Completion date	Approximate cost
March 2022	\$248,000

MAJOR CHANGES

During 2021/22, a restructure occurred which saw some major changes to the Organisational Structure and Executive Leadership including:

- Clare Keenan commencing as Chief Executive Officer in July 2021;
- Josh Lewis commencing as Director Infrastructure Services in January 2022;
- Brant Doyle commencing as Director Corporate Governance & Performance in March 2022;
- Matt Jarvis commencing as Chief Financial Officer in April 2022.

In December 2021 and January 2022, Election Countbacks were conducted by the Victorian Electoral Commission with both Cr Judy Heather and Cr John Beitzel sworn in to fill the vacancies created by the resignations of both former Cr Marie Martin and former Cr Kevin Bourke.

MAJOR ACHIEVEMENTS

Following an extensive deliberative engagement process, which included recruitment of a diverse and inclusive community panel, the Moira Shire Community Vision 2035 was developed and subsequently adopted in consultation with the wider community.

A new *Wellbeing for All Ages Strategy 2021-2025* was developed following consultation with community members and stakeholders on a range of health and wellbeing issues to determine local priority areas.

Council adopted its *Asset Plan 2021-2031* which shows how the council's assets will be managed and maintained while working towards meeting the community's needs. The Asset Plan was developed following consultation with our community through the Community Vision workshops and a direct Community Asset Planning survey.

Council entered into a Memorandum of Understanding with Indigo, Federation, and Berrigan Shire Councils to provide opportunities for improved service delivery, access to high quality community infrastructure, and positive social and economic outcomes.



OUR COUNCIL

OUR PROFILE

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

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

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

OUR COUNCIL OFFICES

Cobram Service Centre

44 Station Street, Cobram

Yarrowonga Service Centre

100 Belmore Street, Yarrowonga

Postal Address

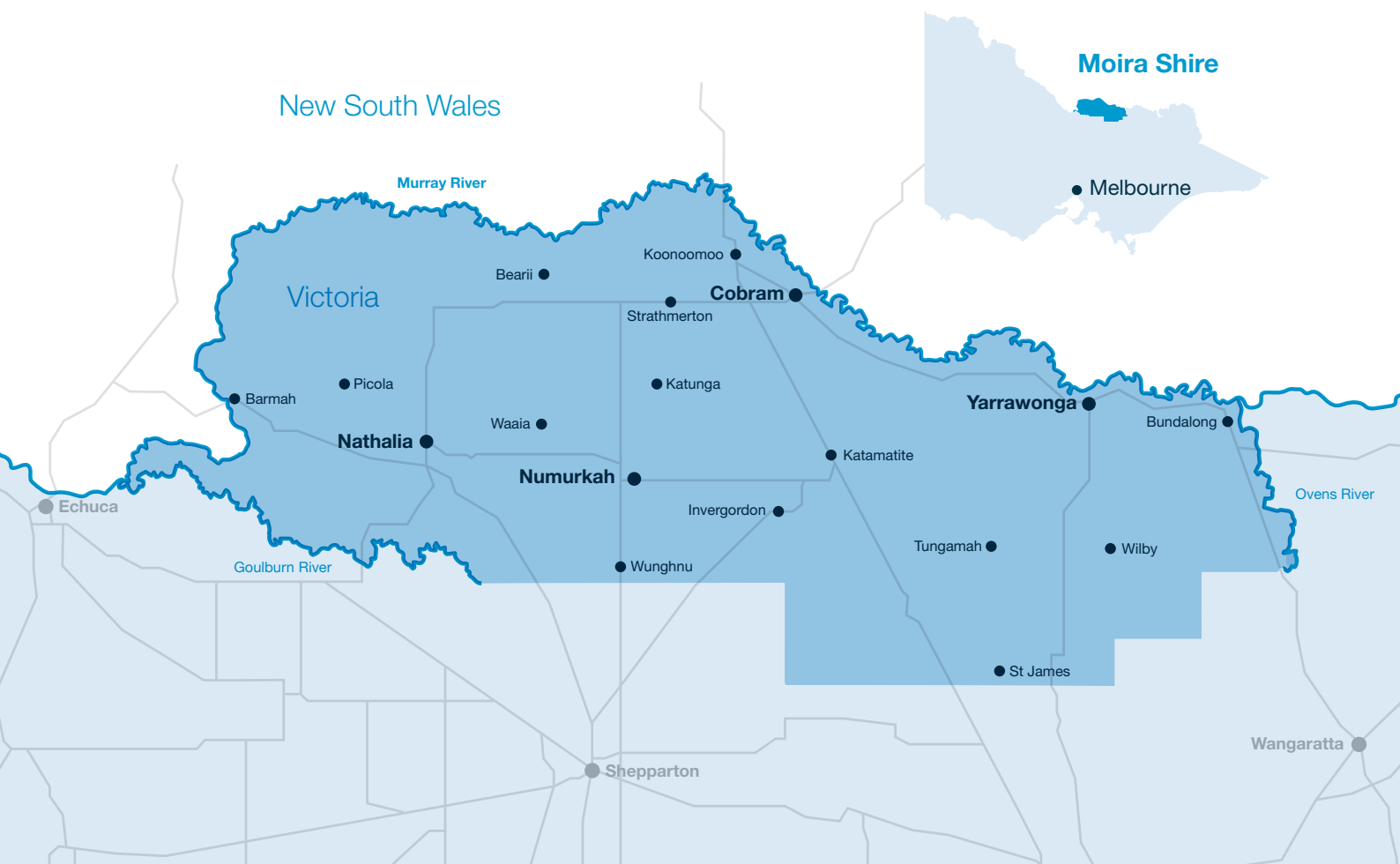
PO Box 578, Cobram VIC 3643

Email

info@moira.vic.gov.au

Website

www.moira.vic.gov.au



OUR ECONOMY

Moira Shire's total employment was 10,913 jobs (Remplan June 2021) and there is estimated to be approximately 4,000 businesses in our shire. Three quarters of those working in the Shire live in the Shire.

- Median weekly household income \$1,192
- Median weekly personal income is \$629

The major contributors to employment are:



Agriculture, Forestry and Fishing

2,131 jobs (19.5%)



Manufacturing

1,519 jobs (13.9%)



Health Care and Social Assistance

1,280 jobs (11.7%)

Health services are an important sector and the Moira Shire community are serviced well by local hospitals in each of the major towns (Yarrawonga, Cobram, Numurkah and Nathalia) along with a wide range of medical and allied providers.

Moira Shire's Gross Regional Product is \$1.766 billion, \$60,689 per capita. Manufacturing (mostly agriculturally derived) accounts for \$1,268.899 million (31.2% of total output), followed by Agriculture, Forestry and Fishing \$720.956 million (17.7%) and Construction \$501.540 million (12.3% total output). These are also the three largest sectors by output in the Hume and Murray River regions.

Manufacturing, Agriculture, Forestry and Fishing, and Construction together comprise 61.2% of the Moira Shire's \$1.4 billion in regional exports.



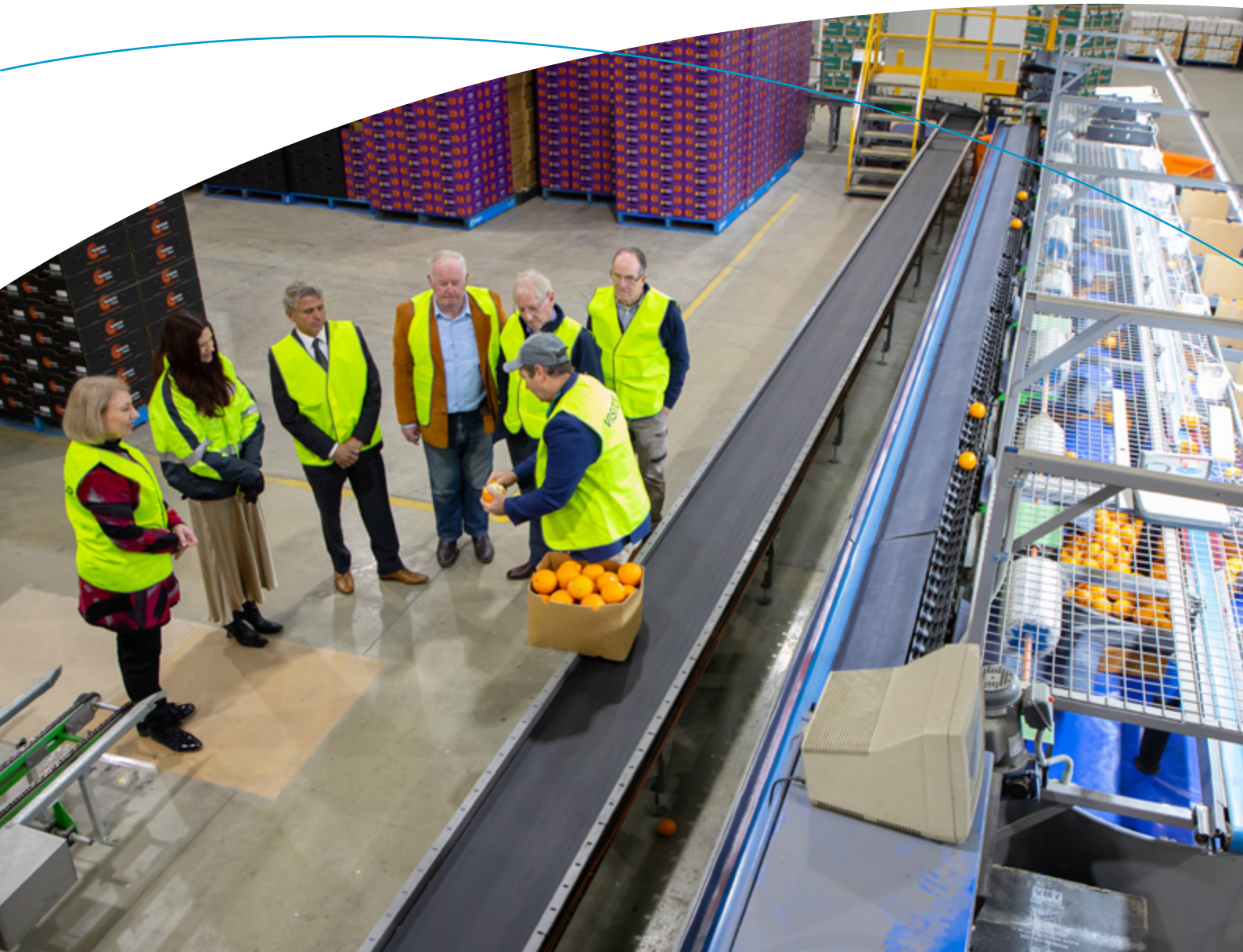
COVID IMPACT ON TOURISM

As with other regions, COVID impact was felt across the Shire's economy and most significantly on the Tourism sector.

Pre COVID, Moira Shire's Tourism sector was estimated to provide 587 jobs, or 5.4% of the Shire's workforce.

By comparison, in 2021, the Tourism sector is estimated to have employed 354 jobs, or 3.2% of the Shire's workforce, a loss of 233 jobs.

Council has recently adopted a new Tourism Plan and will work with the industry to reinvigorate this sector.



OUR COUNCILLORS

The Council was elected to provide leadership for the good governance of the municipal district and the local community. On 24 October 2020, the Moira Shire Council community elected the Council for a four-year term. The municipality is unsubdivided with the nine Councillors elected to represent all residents and ratepayers across the Shire. They have responsibility for setting the strategic direction for the municipality, policy development, identifying service standards and monitoring performance across the organisation.

The October 2020 Election was declared on 6 November 2020, with the following Councillors elected:

- Cr Libro Mustica
- Cr Julie Brooks
- Cr Kevin Bourke
- Cr Wayne Limbrick
- Cr Peter Elliott
- Cr Peter Mansfield
- Cr Marie Martin
- Cr Andrew Goldman, and
- Cr Peter Lawless

On 10 November 2021, Cr Libro Mustica was re-elected Mayor with Cr Peter Lawless being elected as Deputy Mayor for the following 12-month period.

Three countbacks have been required since the October 2020 election:

- On 11 January 2021, a countback was required after an extraordinary vacancy due to the passing of Cr Andrew Goldman. Cr Ed Cox was elected to fill this vacancy.
- On 14 December 2021, a countback was required after an extraordinary vacancy due to the resignation of Cr Kevin Bourke. Cr Judy Heather was elected to fill this vacancy.
- On 19 January 2022, a countback was required after an extraordinary vacancy due to the resignation of Cr Marie Martin. Cr John Beitzel was elected to fill this vacancy.

MUNICIPAL MONITOR

In April 2022, the Minister for Local Government appointed a Municipal Monitor to oversee the governance practices and processes of the Council.

The appointment of the monitor was made in accordance with section 179 of the *Local Government Act 2020*.

The currently elected councillors as at 30 June 2022 are:



Mayor

CR LIBRO MUSTICA

First elected
October 2016

Re-elected
October 2020



Deputy
Mayor

CR PETER LAWLESS

First elected
October 2016

Re-elected
October 2020



CR JOHN BEITZEL

First elected
October 2016

Re-elected
January 2022



CR JULIE BROOKS

First elected
October 2020



CR ED COX

First elected
Mar 2003

Re-elected
March 2005, March 2008, October 2012,
October 2016 and January 2021



CR PETER ELLIOTT

First elected
October 2020



CR JUDY HEATHER

First elected
March 2008

Re-elected
December 2021



CR WAYNE LIMBRICK

First elected
October 2020



CR PETER MANSFIELD

First elected
November 2011

Re-elected
October 2012, October 2016
and October 2020

OUR PEOPLE

ORGANISATIONAL STRUCTURE

Council is the governing body that appoints a Chief Executive Officer (CEO). The CEO has responsibility for the day-to-day management of operations in accordance with the strategic directions of the Council Plan. The organisational structure and the senior executive officers reporting directly to the CEO as at 30 June 2022 are described below.



CLARE KEENAN
Chief Executive Officer

- Executive Leadership
- Marketing, Communications and Advocacy



MATTHEW JARVIS
Chief Financial Officer

- Finance
- Commercial Services
- Investment
- Procurement
- Plant and Fleet



BRANT DOYLE
**Director Corporate,
Governance and Performance**

- Governance and Performance
- Customer Experience
- People and Safety
- Information Services



JOSH LEWIS
**Director Infrastructure
Services**

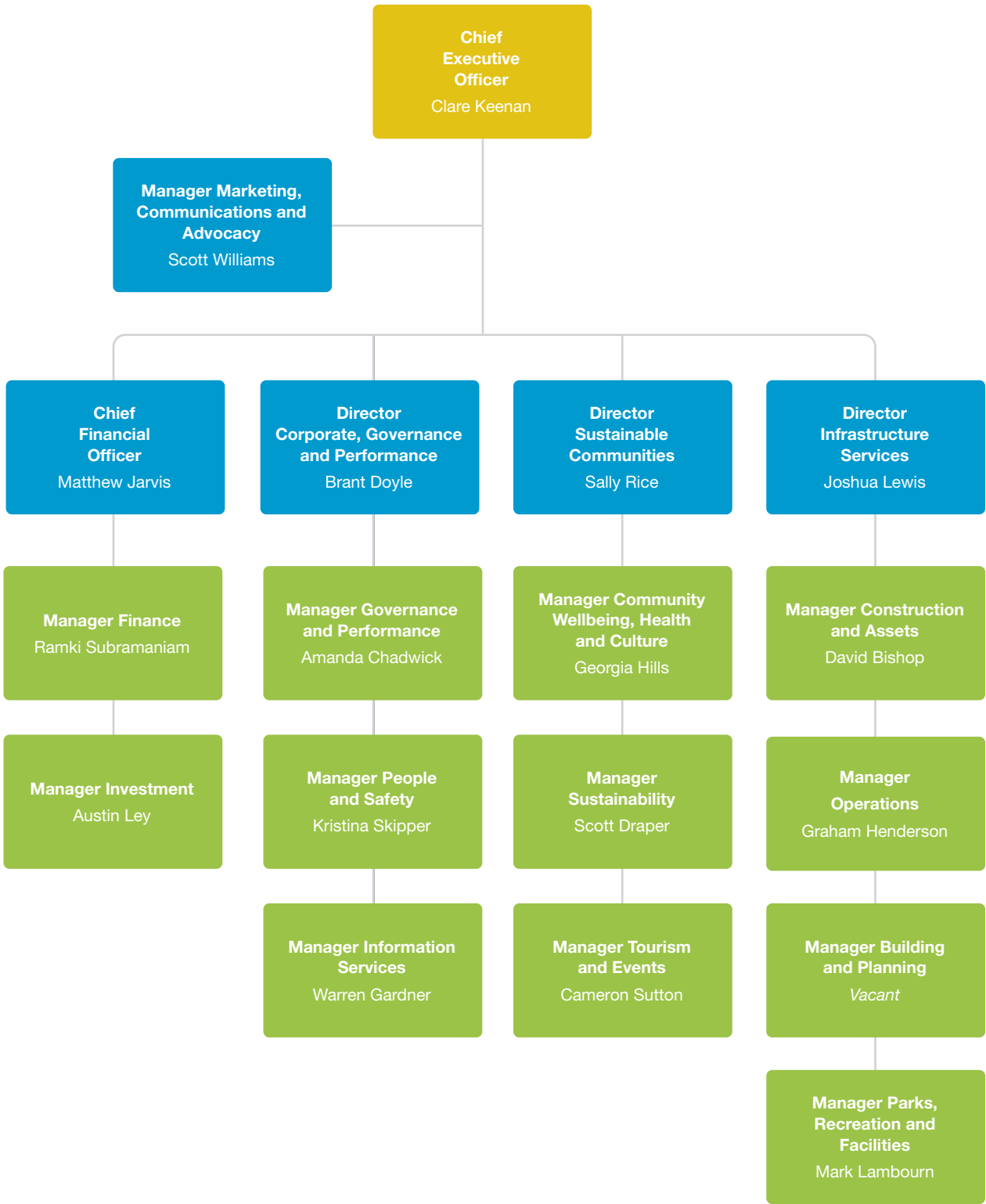
- Construction and Assets
- Operations
- Planning and Building
- Parks, Recreation and Facilities



SALLY RICE
**Director Sustainable
Communities**

- Community Wellbeing, Health and Culture
- Sustainability
- Regulatory Services
- Tourism and Events

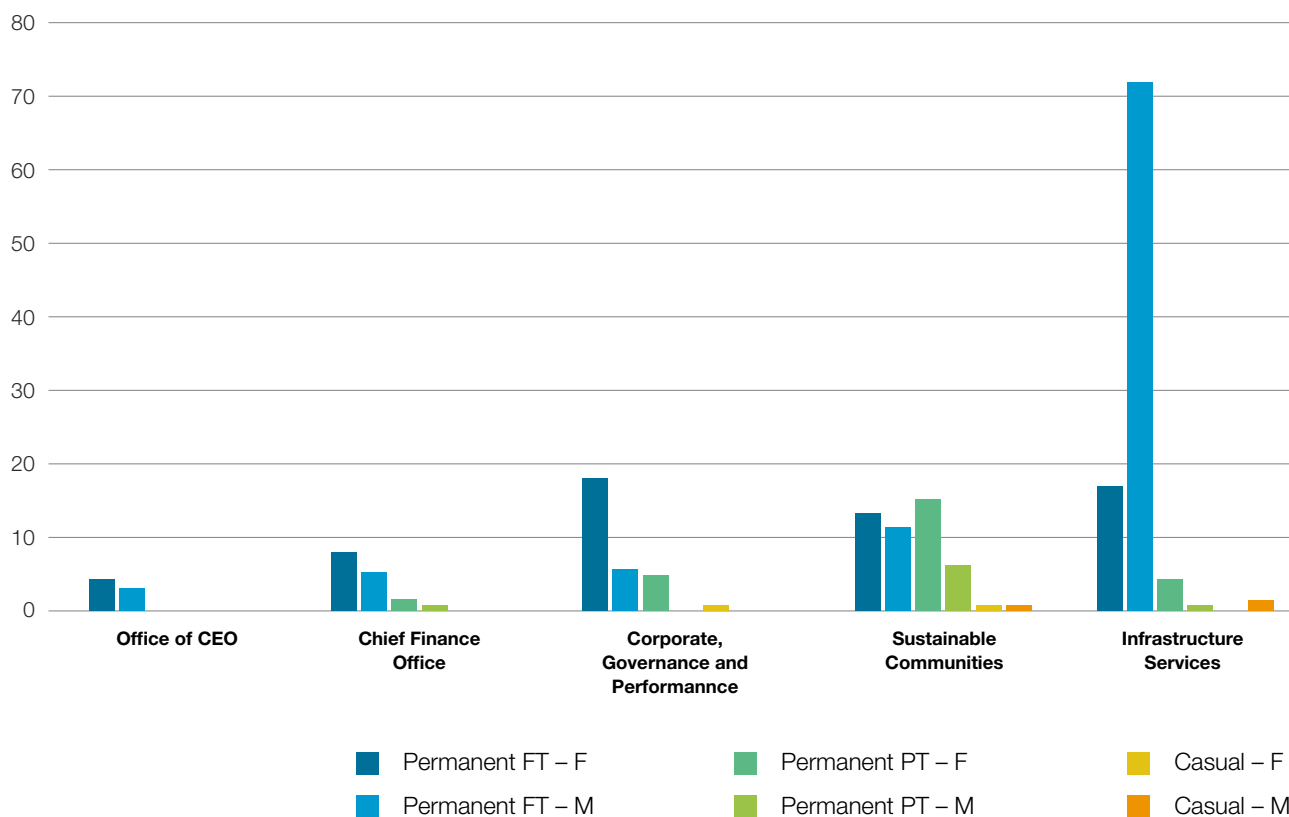
A chart setting out the organisational structure of Council as at 30 June 2022 is shown below.



COUNCIL STAFF

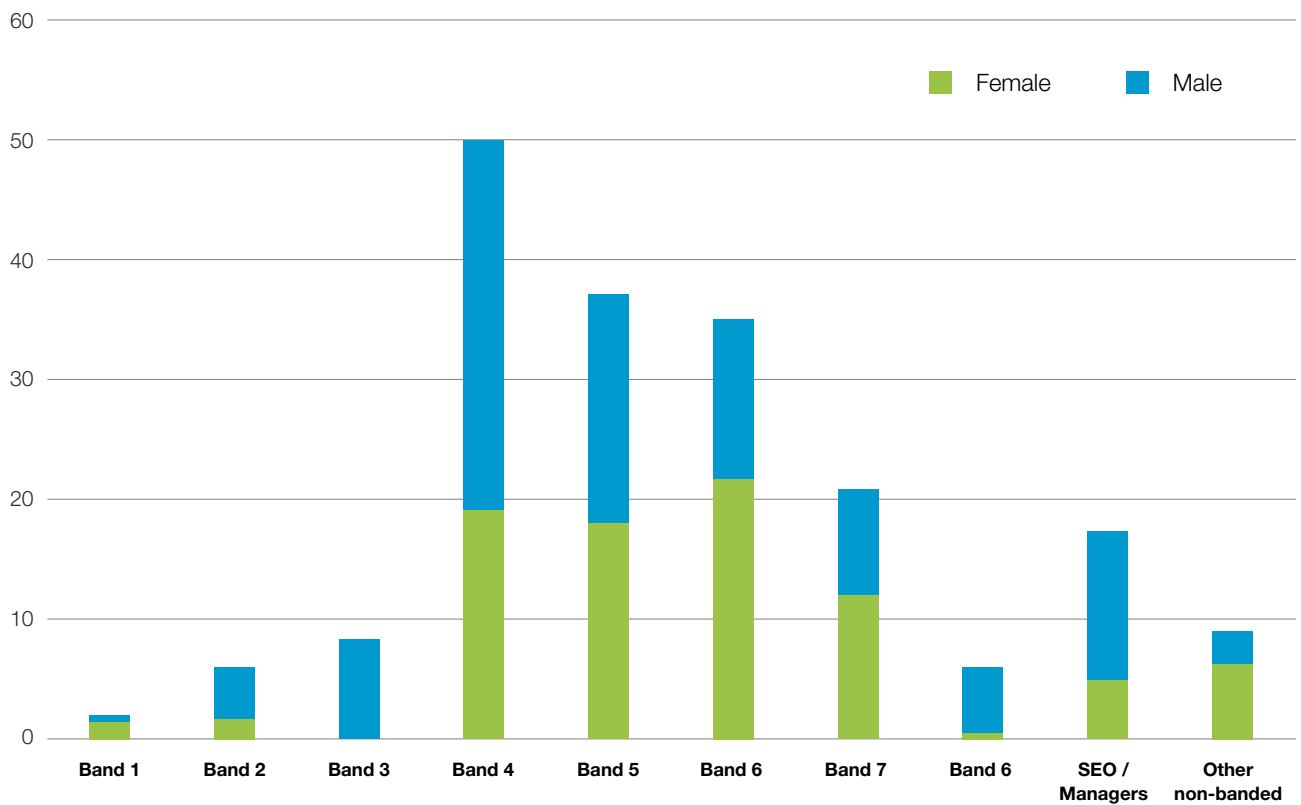
A summary of the number of full time equivalent (FTE) Council staff by organisational structure, employment type and gender is set out below.

Employee type/gender	Office of CEO	Chief Finance Office	Corporate, Governance & Performance	Sustainable Communities	Infrastructure Services	Total
Permanent FT - F	4	8	18	13	17	59
Permanent FT - M	3	5	5	11	72	96
Permanent PT - F	-	2	4	15	4	25
Permanent PT - M	-	1	0	6	1	7
Casual - F	-	0	1	1	0	2
Casual - M	-	0	0	1	2	3
Total	6	16	28	47	96	192



A summary of the number of full time equivalent (FTE) staff categorised by employment classification and gender is set out below.

Structure Classification	Female	Sum of FTE Male	Total
Band 1	2	0	2
Band 2	2	4	6
Band 3	0	8	8
Band 4	19	31	50
Band 5	18	19	37
Band 6	22	13	35
Band 7	12	9	21
Band 8	1	5	6
SEO/Managers	5	12	17
Other non-banded	6	3	9
Total	86	106	192



EQUAL EMPLOYMENT OPPORTUNITY PROGRAM

Moira Shire Council has implemented an equal employment opportunity plan, which is designed to eliminate harassment, discrimination, bullying and vilification and provide equal employment opportunities for current and prospective employees.

The objective of Council's Equal Employment Opportunity Program is to ensure there is no discrimination relating to the characteristics listed under the *Equal Opportunity Act 2010* such as race, colour, sex, marital status, parenthood, physical or mental impairment, age, religious or political affiliation, gender identity and sexual orientation.

The actions taken to implement the Program include the provision of Respectful Workplace Behaviours training for all employees and leaders, to ensure they are fully aware of their responsibilities in maintaining a workplace of equal employment opportunity, free of bullying and harassment.

The indicators that measure the effectiveness of the Program and the results for the year are:

Indicator	Target	2021/22 Result
Percentage of new employees receiving equal opportunity training with 6 months of commencement.	100%	100%
Percentage of existing employees receiving refresher equal opportunity training at least every 2 years.	100%	98%
Number of contact officers per number of Council employees.	1:50	1:51

Council's assessment of the achievement of the Program's objectives is that there were no breaches of the *Equal Opportunity Act 2010*.

OTHER STAFF MATTERS

Organisational culture

Council is committed to strengthening culture by providing an environment that engages our people and provides the support that enables employees to contribute to the overall goals and ambitions of the Council. Council continues to value a diverse and skilled workforce and is committed to maintaining an inclusive and collaborative workplace culture.

Organisational culture continued to be monitored during 2021/22 with an all staff survey conducted on the staff climate of the organisation.

Council further does this by:

- Maintaining a safe and inclusive working environment through the delivery of staff training and improved workplace practices.
- Ensuring that recruitment processes adhere to equal employment opportunity requirements.
- Attracting and retaining talented people with a broad range of skills and experiences.
- Growing the Council's Trainee, Apprenticeship and Graduate program, including providing targeted opportunities.
- Actively promoting the range of flexible work options available at Council.
- Health and Safety Representatives and the Committee continue to play a key role in promotion of safety programs and minimising OHS risks.

Gender equity

As one of the largest employers in the Moira Shire, we are taking a lead role in improving gender equity in our workplace, encouraging a culture of respect and creating a safe and supportive workplace. Our future success is dependent upon attracting and retaining the best employees and providing them with an inclusive workplace culture where all employees are valued and included.

Council continues to commit to creating an inclusive workplace to ensure equitable outcomes regardless of gender.

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

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

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

Workforce planning

Through the 12 months, we continued to complete goals identified in our Workforce Plan and Talent & Development Framework to ensure Council is able to achieve its strategic directions and goals, by seeking and implementing best practice talent management, to provide the ability to recruit, retain and develop our workforce.


In 2021/22, Council developed a Workforce Plan to respond to the ongoing workforce needs to enable Council to deliver the wide range of services to our community and to comply with the *Local Government Act 2020*.

The four-year plan will be reviewed annually, with updates relevant to current impacts on Council. These impacts are important factors which will be taken into consideration when forecasting resourcing requirements, with constantly changing environments, and when greater compliance is required. The identified priorities will support Council to further develop a strong productive and engaged workforce to support the needs of our Shire.

Values and behaviours

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

Council's values are:

-  **Respect**
-  **Honesty**
-  **Accountability**
-  **Teamwork**
-  **Integrity**

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

Investing in the Future

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

Corporate training during 2021/22 consisted of unconscious bias, alcohol and other drugs, deliver great customer service during a pandemic, implementation of the *Gender Equality Act 2020*, as well as compliance training such as first aid.

A number of staff undertook formal study (undergraduate and postgraduate level) while obtaining educational assistance under Council's policy. In the past year, five staff received support.

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

During 2021/22, Council supported two apprentices (Parks and Gardens) and two trainees (Business) to complete their qualifications. In addition, Council continues to support four apprentices in three industries, being arboriculture, civil construction and parks and gardens.

Employee Assistance Program

Council provides an Employee Assistance Program (EAP) for Councillors, employees and their family members, and volunteers. The EAP aims to ensure that all staff who experience hardship are able to discuss in confidence matters either work related or personal that may be affecting their lives. The EAP provides a confidential professional service at no cost to the Councillor, staff, family members or volunteer.

Health and safety

Council continued to focus on the physical and mental wellbeing of its staff, utilising the Work Health Program to focus on sustainable proactive programs, guiding further improvements in injury management, while creating significant positive opportunities for Council, including improved productivity, engagement, retention and the ability to attract the best employees. The program encompasses a range of initiatives to support and improve employee wellbeing. The initiatives covered include ergonomics and manual handling, injury prevention, healthy living, nutrition, mental resilience, financial wellbeing, depression, and physical activity.

Council also continued to utilise the pre-employment screening process as part of the recruitment and onboarding process to ensure that all new employees have the ability to carry out the inherent requirements of the role and ensure that no potential employee is put at risk. It also enables Council to make reasonable adjustments to the role or workplace to ensure the best person for the role is not disadvantaged in any way.

Council implemented actions from the Workplace Health, Safety and Wellbeing Strategy to support a strong safety culture, leading to an incident and injury-free workplace for all employees, Councillors, contractors, visitors and the community.

Council continued to support the workforce, contractors and volunteers during COVID including improvement of policies and procedures, safety systems, and the supply of personal protective equipment.

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



OUR PERFORMANCE

PLANNING AND ACCOUNTABILITY FRAMEWORK

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

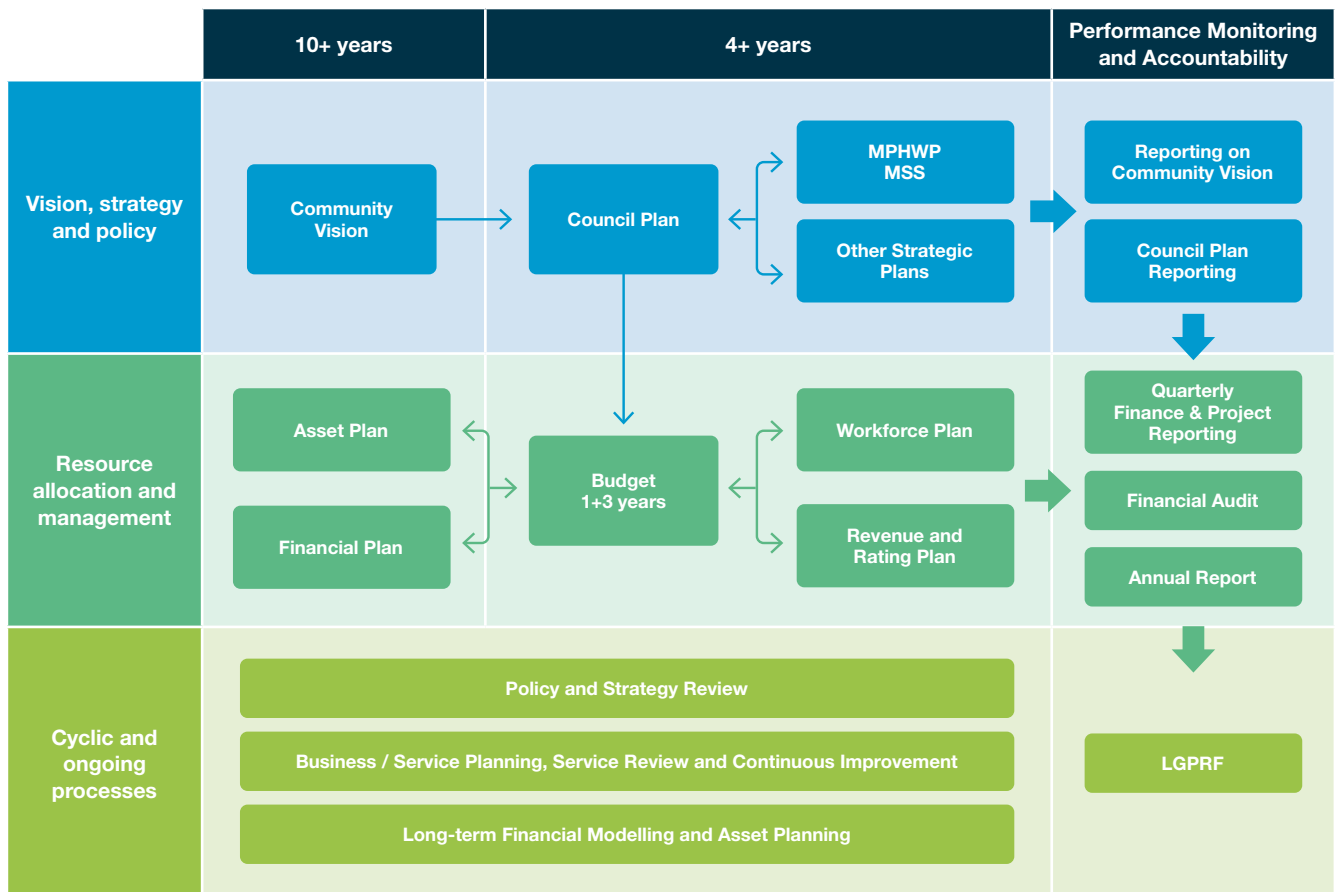
- **A Community Vision**
(for at least the next 10 financial years);
- **A Council Plan**
(for at least the next 4 financial years);
- **A Financial Plan**
(for at least the next 10 financial years);
- **An Asset Plan**
(for at least the next 10 financial years);
- **A Revenue and Rating Plan**
(for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

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

The Act also requires councils to prepare:

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

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



COUNCIL PLAN

STRATEGIC OBJECTIVES

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



PERFORMANCE

Council's performance for the 2021/22 year has been reported against each strategic objective to demonstrate how Council is performing in achieving the 2021-2025 Council Plan. Performance has been measured as follows:

1. Results achieved in relation to the strategic indicators in the Council Plan*.
2. Progress in relation to the major initiatives identified in the budget
3. Services funded in the 2021/22 Budget and the persons or sections of the community who provided those services
4. Results against the prescribed service performance indicators and measures.

*How is our Local Government Performance Reporting Framework improvement measured?

Improved

Overall performance has improved from previous year.

Stable

Overall results have remained stable from the previous year.

Below expectation

Overall performance has declined from previous year.





PILLAR 1
A WELCOMING AND
INCLUSIVE PLACE

BY 2025

- 1.01** We celebrate our communities' achievements and diversity
- 1.02** Our artistic, cultural programs and services will promote inclusiveness, social wellbeing and reflect the needs and values of communities
- 1.03** We will empower communities to craft their own vision of the future and support their efforts to be more resilient
- 1.04** We value and respect the culture of our traditional owners
- 1.05** We will value and recognise the history and heritage of our towns and buildings
- 1.06** Recreation, sports facilities, programs and services respond to our diverse and emerging community needs
- 1.07** We promote the health and wellbeing of our communities
- 1.08** Gender equality is embedded in Council policy and decision-making

KEY ACHIEVEMENTS AND PROJECTS DELIVERED

- Development and adoption of the Moira 2035 Community Vision.
- Adoption of a new Wellbeing for All Ages Strategy 2021-2025.
- A strategic review was undertaken in consultation with Cricket Victoria, local community cricket clubs and other key stakeholders within the shire.
- Development and adoption of the Victoria Park/ Yarrowonga Showgrounds Masterplan.
- Completion of a sports lighting review of our Recreation Reserves, which has identified the priority areas and will assist Council with external grant funding opportunities.
- Development and adoption of a Dog Off-Leash Areas Policy.
- Involvement in the development of the Goulburn Murray Regional Prosperity Plan, which has a vision of generate a thriving and sustainable First Nations economy for the Goulburn Murray region through the inclusion, prosperity and shared value of First Nations people.
- Development and launch of the Wungnhu and District Community Plan in partnership with the Wungnhu community.



- Continued implementation of Councils Arts and Culture Strategy which has included:
 - working with our four Creative Arts Hubs in their ongoing development and delivery of events for Moira residents and creative businesses.
 - development of Creative Hub branding.
 - ongoing mentorship program with Regional Arts Victoria.
 - delivery of Councils inaugural Moira Mid-Winter Festival across the four major towns.
 - local events as included in the Creative Hub Annual Action Plans.
- Completion of a number of projects to community facilities including:
 - New playground at Federation Park Cobram.
 - Playground upgrade at Apex Park Numurkah.
 - Extension of the Numurkah Skatepark.
 - New changerooms at the Tungamah Recreation Reserve.
 - Upgrade of the Wungnhu Recreation Reserve Community Building.
 - New netball courts at the Katamatite Recreation Reserve.
 - New multipurpose netball/tennis courts at Strathmerton Recreation Reserve.
 - Demolition of the Yarrowonga Community Hall in preparation for the construction of the new Yarrowonga Library, Events and Performance Precinct.
 - Accessible toilets facilities at Yarroweyah Recreation Reserve Pavilion, Wunghnu Bowls Club and Picola Hall.
 - Cobram Railway Station Upgrade.
 - Punt Road Kindergarten extension.
 - Nathalia Playground renewal.
- Development of Councils first Gender Equality Action Plan 2021-2025.

OTHER HIGHLIGHTS

- We support, through funding, delivery and promotion of events in celebration of inclusion and diversity through the 16 Days of Activism, International Women's Day, local Australia Day events and NAIDOC, Reconciliation, Disability, Refugee, Volunteer and Seniors Weeks.
- We support the delivery of valued health, and health promotion services through the Maternal and Child Health and Immunisation service, the Live 4 Life Youth Mental Health and Mental Health First Aid initiatives.
- Enforcement of Environmental Health regulations to ensure industry safety in the provision of food and beauty services across the shire.
- We provide funding to support Moira Foodshare
- We support and promote activities to support community connection and resilience through community planning and delivery of recreational spaces and programs.
- We are developing a framework for outdoor fitness equipment and a playground strategy.



STRATEGIC INDICATORS

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

Indicator/measure	Result	Comments
By using the Local Government Community satisfaction Survey we can measure our improvements in:		
Overall performance	48	Council acknowledges the results of the Survey and the satisfaction rating with council in these areas and is committed to improving this through greater communication and engagement practices in line with our Policy and through increased resourcing in the areas of communications, marketing and advocacy.
Consultation and engagement	45	
Community decision making	48	
By using the Local Government Performance Reporting Framework we can measure our improvements in:		
Maternal and Child Health Statistics	Stable	Refer to comments and statistics in Pillar 1 Service Performance Indicators.
Aquatic facilities Use and Management	Improved	*This overall decline was due to the impact of library closures during COVID.
Library Use and Management	Below expectation*	

SERVICES

The following statement provides information in relation to the services funded in the 2021/22 budget and the persons or sections of the community who are provided the service.

Service Areas	Description of Services Provided	Net Cost
		Actual Budget
		Variance
		\$'000
Civic Buildings Maintenance	This program ensures that Council's building assets are well maintained and serviceable.	791
		847
		56
Community and Recreational Development	This service is responsible for working with the community, stakeholders and partner agencies to develop long-term community plans.	913
		1,495
		582
Community Grants	This grants program provides funds that strengthen the involvement of community organisations by developing services, management of facilities, coordination of events and promotion of tourism and health in the community.	143
		228
		85
Community Services - Youth	This manages youth services and events that connect and engage Moira's younger citizens.	34
		57
		23



Service Areas	Description of Services Provided	Net Cost
		Actual Budget
		Variance
		\$'000
Drainage	This program provides drainage as part of its network of rural and urban roads service.	456
		534
		78
Events	Supporting official events across the shire including Australia Day, Citizenship Ceremonies, Cultural Diversity Week, and International Women's Day.	230
		217
		(13)
Library	Provision of financial contribution to the operation of the Goulburn Valley Regional Library that provides library services at four locations and a mobile library service.	801
		822
		21
Local Laws	To regulate, control and enforce breaches of legislation and local laws with the aim to maintain a safe and orderly environment within the municipality.	197
		305
		108
Maternal and Child Health	Provision of services across the Shire at five locations and an outreach program; also includes immunisation programs for infants and schoolchildren.	(89)
		437
		526
Property Management	Systems used to manage Council leases, tenure arrangements, disposal and acquisition of property.	(153)
		47
		200
Recreation and Safety	Council operates two sports centres, along with 19 recreation reserves and four showgrounds.	1,018
		1,075
		57
Roads and Bridges	This program provides a network of rural and urban roads, urban footpaths and drainage to the community.	2,783
		3,919
		1,136
School Crossing Supervision	To provide for the safe passage of children and adults when using school crossings during nominated hours.	82
		88
		6
Swimming Pools	Council operates five outdoor aquatic facilities and one indoor aquatic facility as well as a water slide and splash park.	1,029
		930
		(99)

MAJOR INITIATIVES

The following statement reviews the progress of Council in relation to major initiatives identified in the 2021/22 budget for the year.

Major Initiatives	Progress	Results and Highlights
More than \$200,000 allocated in Strengthening Grants to support community projects throughout the shire.	 Complete for 2021/22	Through the 2021/22 Community Strengthening Grants program, Major Grants, Quick Response Grant and COVID Recovery Grant streams, Council has allocated more than \$139,132 to more than 41 community groups and associations.
Youth Live4Life Program to improve youth mental health and reduce youth suicide.	 Complete for 2021/22	Council has partnered with 12 agencies to deliver the Live4Life Program across the shire. Some highlights from 2021/22 include: <ul style="list-style-type: none"> • 51 Year 9 students inducted into the Moira Live4Life Crew • More than 340 Year 8 students trained in Junior Teen Mental Health First Aid. • More than 180 Year 11 students trained in Senior Teen Mental Health First Aid. • 60 adults trained in Youth Mental Health First Aid. • Two Youth Facilitators trained and the first Community Youth Mental Health First Aid course was delivered. • One Teen Facilitator was trained, bringing the Teen Facilitators up to five across Moira Shire.
Aiding delivery of support services via the Foodshare Program.	 Complete for 2021/22	Moira Foodshare has distributed in excess of 171,164 kgs of food across the Shire and surrounds. Through the shopfronts and the Numurkah Community Learning Centre more than 5,341 people have been provided with 135,826 individual meals. 202,502 meals (or equivalent) were distributed in bulk and in hampers directly to local community groups, schools and individuals across the Shire and surrounds.
Innovative Services Program to strengthen the community care/services sector in the shire.	 Deferred	This program was offered, however, the single submission received did not meet eligibility guidelines. Support of this project was provided through an alternative pathway. The program has been deferred to 2022/23.
Develop and implement the Municipal Public Health and Wellbeing Strategy.	 Complete <i>Implementation now underway</i>	The Municipal Public Health and Wellbeing Strategy was adopted at the October 2021 Council Meeting. The implementation of the strategy continues in respect of those elements that constitute business as usual and implementation of governance structure to support the overarching implementation is underway.



SERVICE PERFORMANCE INDICATORS

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

Service / Indicator / Measure	Results				Material Variations
	2019	2020	2021	2022	
LIBRARIES					
Utilisation					
Physical library collection usage <i>[Number of physical library collection item loans / Number of physical library collection items]</i>	2.98	2.44	2.08	2.19	No material variation.
Resource standard					
Recently purchased library collection <i>[Number of library collection items purchased in the last 5 years / Number of library collection items] x100</i>	49.95%	51.31%	53.91%	51.07%	No material variation.
Service cost					
Cost of library service per population <i>[Direct cost of the library service / Population]</i>	New in 2020	\$20.34	\$20.44	\$20.12	No material variation.
Participation					
Active library members in the municipality <i>[Number of active library members in the last three years / The sum of the population for the last three years] x 100</i>	15.71%	15.61%	14.72%	13.08%	Reductions in Active members reflects the impacts of Library closures to the public during COVID restrictions in the first half of 2021/22.





Service / Indicator / Measure	Results				Material Variations
	2019	2020	2021	2022	
ROADS					
Satisfaction of use					
Sealed local road requests <i>[Number of sealed local road requests / Kilometres of sealed local roads] x100</i>	16.33	17.01	22.38	25.12	Increase requests due to adverse weather conditions causing increased road degradation.
Condition					
Sealed local roads below the intervention level <i>[Number of kilometres of sealed local roads below the renewal intervention level set by Council / Kilometres of sealed local roads] x100</i>	91.00%	94.65%	95.88%	96.06%	No material variation.
Service cost					
Cost of sealed local road reconstruction <i>[Direct cost of sealed local road reconstruction / Square metres of sealed local roads reconstructed]</i>	\$75.44	\$50.64	\$30.69	\$19.51	Decrease due to a lower number of local sealed road reconstructions completed during 2021/22.
Cost of sealed local road resealing <i>[Direct cost of sealed local road resealing / Square metres of sealed local roads resealed]</i>	\$4.26	\$4.46	\$5.07	\$3.80	Decrease driven by condition of roads resealed requiring normal quality materials to be used.
Satisfaction					
Satisfaction with sealed local roads <i>[Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads]</i>	49.00	51.00	52.00	43.00	Decrease in satisfaction attributed to a number of issues which has significantly impacted the condition of sealed local roads and delayed works programs. Issues include impacts due to COVID from staff absences, shortage of contractors and supply of materials. Wet weather also delayed some works being completed in a timely manner.



Service / Indicator / Measure	Results				Material Variations
	2019	2020	2021	2022	
AQUATIC FACILITIES					
Service standard					
Health inspections of aquatic facilities <i>[Number of authorised officer inspections of Council aquatic facilities / Number of Council aquatic facilities]</i>	1.00	1.14	0.86	0.29	All councils aquatic facilities were inspected during the annual registration cycle, which occurs from 1 December to 30 November. Low results are due to the registration cycle not aligning with the reporting period.
Service cost					
Cost of aquatic facilities <i>[Direct cost of aquatic facilities less income received / Number of visits to aquatic facilities]</i>	New in 2020	\$11.70	\$17.08	\$18.05	No material variation.
Utilisation					
Utilisation of aquatic facilities <i>[Number of visits to aquatic facilities / Municipal population]</i>	2.99	2.11	1.34	1.68	Overall attendances has shown an increase of more than 25% from the 2020/21 results. This attendance rate is still down on pre-COVID levels but this is a favourable result, considering a number of Councils aquatic facilities still faced temporary closures during the year, due to ongoing COVID requirements and the number of staff affected by COVID which left a shortage in qualified lifeguards able to operate the facilities safely.





Service / Indicator / Measure	Results				Material Variations
	2019	2020	2021	2022	
MATERNAL AND CHILD HEALTH (MCH)					
Satisfaction					
Participation in 4-week Key Age and Stage visit <i>[Number of 4-week key age and stage visits / Number of birth notifications received] x100</i>	New in 2020	98.62%	95.33%	100.56%	Participation results are reviewed quarterly and strategies discussed to ensure the 4 week Key Age and Stage visit is completed and recorded. Processes are in place to monitor pending notes which impact data.
Service standard					
Infant enrolments in the MCH service <i>[Number of infants enrolled in the MCH service (from birth notifications received) / Number of birth notifications received] x100</i>	101.85%	100.55%	101.25%	100.28%	No material variation.
Service cost					
Cost of the MCH service ⁱ <i>[Cost of the MCH service / Hours worked by MCH nurses]</i>	\$93.35	\$85.97	\$100.64	\$101.90	No material variation.
Participation					
Participation in the MCH service <i>[Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100</i>	80.61%	81.89%	83.18%	85.65%	Council maintains a Family Alert list to monitor Key Age Assessment appointments for vulnerable families. This proactive approach has seen participation rates increase across the shire and ensures vulnerable children are actively engaged in the service.
Participation in the MCH service by Aboriginal children <i>[Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service] x100</i>	93.10%	94.81%	93.83%	93.67%	No material variation.





PILLAR 2
A DIVERSE AND
DYNAMIC ECONOMY

BY 2025

- 2.01** We support new and existing businesses to grow and prosper
- 2.02** We identify and provide shovel-ready projects in order to respond promptly to funding opportunities
- 2.03** We develop and promote year-round tourism products, services, and destinations
- 2.04** We advocate for the provision of essential infrastructure including energy supply, digital connectivity and transport services
- 2.05** We plan for sustainable development and growth which balances economic, environmental and social considerations

KEY ACHIEVEMENTS AND PROJECTS DELIVERED

- Continued implementation of Councils Economic Development Strategy 2019-2023.
- Installation of outdoor dining furniture at more than 20 locations across the shire and seven solar picnic benches as part of the State Governments Outdoor Activation Grants.
- Assistance provided for 85 new start-up businesses this year through our business concierge service, which supports businesses through councils permit application process.
- The Goulburn Murray Valley Fruit Fly Program won the Community category in the 2021 Australian Biosecurity Awards, and Council has received further funding to continue to auspice the program.
- Offering assistance to 29 local businesses to reinvigorate their shop fronts while utilising the service of local trades through Councils Shopfront Upgrade Grants to the value of \$2,000.





- The More in Moira prospectus was developed and displayed in Melbourne and Geelong Visitor Information Centres, metro hotels, libraries, railway stations, community centres, kindergartens, and suburbs including Werribee, Williamstown, Mornington, Dromana, Frankston, and target market areas in regional NSW.
- Adoption of the Tourism Plan 2022-2026 that will guide Council's future tourism activities and Seven additional Visitor Information Points made available across the shire.
- The successful tourism event, \$1 Discovery Weekend was held in July 2021, which encourages local residents to support local tourism business and forms part of Council's Visiting Friends and Relatives marketing campaign.
- Our Mobile Visitor Information Centre engaged 2071 visitors over 2021/22 through its promotion of our destination at events and venues locally and outside of the shire.
- Renovation of the former Cobram Visitor Information Centre for commercial use as part of activation of the Cobram Piazza.
- We continue to develop Masterplans more for significant sites across the shire. These masterplans, along with Community Plans, identify priority projects and allow Council to quickly respond to funding opportunities.
- We have a Project Management Framework that requires new projects to be considered through a 'concept assessment' and then a comprehensive 'Business case'. This robust process ensures that all projects are properly defined and scoped which again enables Council to quickly respond to funding opportunities.
- A Tourism and Hospitality Networking session was delivered for local businesses and local tourism associations to discuss the key issues faced by the industry.
- A refresh of the Murray Farm Gate Trail brochure was completed which included a number of new businesses and now encompasses 21 unique farm gate experiences.
- Participation in a number of activities to promote tourism in the region such as:
 - Promotion of the Murray Farm Gate Trail at the Good Food and Wine Show, with local tourism operators also promoting their products and businesses.
 - The region and local tourism operators featuring in two episodes of the Seven network TV series, Travel Oz.

OTHER HIGHLIGHTS

- A range of training and mentoring programs have been delivered to local businesses such as small business mentoring sessions and programs, as well as social media workshops.
- We have undertaken a number of industry roundtables with schools in partnership with Department of Education and Training and Goulburn Murray Local Learning and Employment Network.
- We continue to work with developers and infrastructure providers and advocate for the needs of the Moira Shire region, which has included the Goulburn Valley Highway Growth Corridor and undertaking a review of digital connectivity across the shire.
- Work is underway to develop a Silo Art Road Trip tourism brochure, which will be promoted to the Melbourne market.
- We are working to facilitate development of infrastructure and land use across the shire and have made an application for State Government grant funding to develop a high-level Economic and Land Use Strategy and Framework Plan, to proactively guide the future development of its Numurkah-Strathmerton growth corridor.

STRATEGIC INDICATORS

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

Indicator/measure	Result	Comments
By using the Local Government Community satisfaction Survey we can measure our improvements in:		Refer to comments in Pillar 1 Service Performance Indicators. Council acknowledges the results of the Survey and the satisfaction rating with council and is committed to improving this through increased resourcing in the areas of communications, marketing and advocacy.
• Urban and rural road maintenance	43	
• Lobbying on behalf of the community	46	
By using the Local Government Performance Reporting Framework we can measure our improvements in:		Refer to comments and statistics in Pillar 2 Service Performance Indicators.
• Statutory Planning statistics	Below expectation	Refer to comments and statistics in Pillar 2 Service Performance Indicators.
• Road Network statistics	Below expectation	Refer to comments and statistics in Pillar 1 Service Performance Indicators.
By using the various government tourism monitoring tools including Murray Regional Tourism we can measure our improvements in:		Total domestic visitors to the area between April 2021 to March 2022 increased by 46.6% from the previous year. This high increase is due to the easing of COVID restrictions.
• Tourism promotion and visitors to the area	Improved	



SERVICES






The following statement provides information in relation to the services funded in the 2021/22 budget and the persons or sections of the community who are provided the service.

Service Areas	Description of Services Provided	Net Cost
		Actual Budget
		Variance
		\$'000
Aerodrome	Operational management of the Yarrawonga Aerodrome used by general aviation industry.	82
		114
		32
Arts and Culture	Service committed to actively shaping the future for Moira residents through arts and culture activities and programs.	244
		267
		23
Building Control	To administer the legislative requirements of the Building Act, Building Regulations and associated Australian Standards in relation to building and related safety matters.	383
		676
		293
Business and Industry Development	This service supports the attractions, growth and innovation of existing and prospective businesses across the shire as well as providing training and development opportunities.	798
		968
		170
Planning	Undertakes statutory and strategic land use planning as well as enforcement of the planning scheme.	14
		628
		614
Tourism	This service supports our tourism sector through marketing, industry and product development.	750
		809
		59
Visitor Services	This service supports the visitor economy and our local tourism businesses and ensures visitors are aware of all our region has to offer.	410
		523
		113



MAJOR INITIATIVES

The following statement reviews the progress of Council in relation to major initiatives identified in the 2021/22 budget for the year.

Major Initiatives	Progress	Results and Highlights
A commitment to support Silo Art throughout the shire	 Complete for 2021/22	<p>Funding of \$3,000 provided to support the North East Art Trail website to promote Silo Art across this region.</p> <p>The Katamatite Lions Club committee received a \$10,000 grant to assist with the hire of equipment for cleaning and painting of the silos, and support as funding opportunities were limited during COVID restrictions.</p>
\$50,000 for COVID support to impact businesses including access to business experts	 Complete for 2021/22	<p>Business experts in financial planning, business planning and marketing provided ten small businesses with mentoring sessions.</p> <p>Council has assisted local businesses to help attract and retain clientele after COVID, with Shopfront Upgrade Grants to the value of \$2,000.</p>
\$30,000 for business workshops	 Complete for 2021/22	<p>Four local manufacturing businesses have experienced a substantial improvement in how they operate their enterprises since successfully completing Council's facilitated mentoring program, which also included one on one support.</p>
\$160,000 for Tourism Marketing including ongoing marketing to promote our region domestically and internationally	 Complete for 2021/22	<p>Council participated in a number of regional tourism marketing activities including the recently completed Virtual Reality program that is being installed in the Yarrowonga Visitor Information Centre, Sydney Melbourne Touring to continue development of our profile to international markets. Social Media management and digital campaigns, production of Television programs Travel OZ and The Fishing Show, \$1 Discovery Weekend Campaign, Refresh of our Murray Farm Gate guide, printing of our marketing collateral materials, Tradeshow costs for the Good Food & Wine Exhibition, Support of our operators to participate in the Destination Inspiration Program through Destination Riverina Murray, Website platform costs.</p>
\$30,000 for an urban renewal strategy for the former Apex Caravan Park site.	 Not progressed	<p>Council acknowledges the importance of developing a strategy and master plan for this site to ensure its best use in addressing community open space and recreational needs and to provide a foundation for grant applications and funding raising activities to support implementation of identified infrastructure. To achieve this Council intends to partner with relevant service clubs and community to facilitate development of a master plan when this can be accommodated.</p>



SERVICE PERFORMANCE INDICATORS

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

Service / Indicator / Measure	Results 2019	2020	2021	2022	Material Variations
STATUTORY PLANNING					
Timeliness					
Time taken to decide planning applications <i>[(The median number of days between receipt of a planning application and a decision on the application)]</i>	57.00	56.00	59.50	66.00	Increase due to a number of applications, reduced staff processing hours and State Government changes to the planning system.
Service standard					
Planning applications decided within required timeframes <i>[(Number of regular planning application decisions made within 60 days) + (Number of VicSmart planning application decisions made within 10 days) / Number of planning application decisions made] x100</i>	69.45%	64.23%	58.99%	45.09%	Decrease due to number of applications, reduced staff processing hours and State Government changes to the planning system. Note a decrease of 8.6% across the State for the report period.
Service cost					
Cost of statutory planning service <i>[Direct cost of statutory planning service / Number of planning applications received]</i>	\$1,474.46	\$1,447.26	\$923.26	\$956.90	Continued high amount of applications and reduced staff processing hours.
Decision making					
Council planning decisions upheld at VCAT <i>[(Number of VCAT decisions that did not set aside Council's decision in relation to a planning application / Number of VCAT decisions in relation to planning applications] x100</i>	75.00%	100.00%	0.00%	66.67%	Three VCAT decisions were made during the report period. One proceeded to a full hearing where Council's decision was upheld. Two were resolved by consent orders.





PILLAR 3

A CLEAN GREEN
ENVIRONMENT



BY 2025

- 3.01** We protect and advocate for our environment to sustain biodiversity and enhance riverine landscapes
- 3.02** We will be an environmentally sustainable organisation
- 3.03** We will achieve excellence and best practice in waste management
- 3.04** We reduce waste to landfill with effective recycling and organic waste diversion systems
- 3.05** We will adapt and advocate for climate change and identify and respond to environmental challenges
- 3.06** Our natural and outdoor spaces will provide quality habitat for plants and animals as well as be places for people to enjoy
- 3.07** We will work with floodplain management partners to improve the flood resilience of the catchment's people, infrastructure, land, water and biodiversity

KEY ACHIEVEMENTS AND PROJECTS DELIVERED

- Continuing with our rollout of solar systems on Councils high electricity use buildings, which during 2021/22 included the Numurkah Outdoor Pool.
- Completion of the implementation timeline of Councils Environmental Sustainability Strategy 2017-2021. An achievements report relating to the outcomes and highlights of the strategy has been completed and is available on our website.
- Community engagement undertaken on the development of Councils new Environmental Sustainability Strategy for the next four year term, which is expected to be finalised in early 2022/23.
- Completion of the implementation timeline of Corporate Emissions Reduction Plan 2018-2021. An achievements report relating to the outcomes and highlights of this plan has been completed. Plans are currently underway to develop a new strategy for the next four-year term.
- Continuing to implement the actions from Councils Waste Management and Services Strategy and Council continues to maintain an excellently low contamination rate in their organic waste service. Council consistently averages about 0.34%, which is well below the state average for rural Councils.
- Planning for the introduction of the State Governments Circular Economy Policy is well underway and Council has completed its transition plan.
- Installation of five Hydration Stations across the shire in partnership with Goulburn Valley Water. New sites include Katunga Recreation Reserve, Picola Heritage Park, Strathmerton Lions Memorial Park, Wunghnu George Graham Park and Yaroweyah Recreation Reserve.

- The \$1.2 million project to deliver the Yarrawonga to Burramine Cycling track as part of the Murray River adventure trail was completed. This outdoor space promotes health and fitness in the eastern part of the shire.
- A number of Solar Charge Picnic table settings installed across the shire.
- A public place bin refresh is underway.
- Installation of public Electric Vehicle Charging Stations underway at Cobram and Yarrawonga.
- Working with the Goulburn Broken Partnership Team and other partners on catchment health. Council endorsed a pledge to support the Goulburn Broken Catchment Management Authority's Regional Catchment Strategy.
- Joining with eleven councils and alpine resorts in the Hume region to work collaboratively to procure waste and recycling services, as part of the Resource Recovery Collective – Hume.
- A Resource Recovery Centre Rationalisation project is currently underway.

OTHER HIGHLIGHTS

- We visited schools across the shire to provide sustainability education to students and advocate for their involvement in environmental sustainability programs and initiatives such as Tree planting days, Plastic Free July and Clean up Australia Day.
- Our Waste App is regularly updated and we provide information to the community about recycling with a view to improve reuse of valuable materials and reduce waste to landfill.
- Recycling stations were made available for community use at each major township, which accept items not able to be disposed of in kerbside service.
- In conjunction with Landcare groups, we held tree-planting days across planting season to increase green spaces across the municipality.
- We participated in the environmental initiatives Keep Australia Beautiful and Clean Up Australia Day.
- We promoted community awareness of native vegetation regulations and continue to enforce through auditing of the planning permit process.





STRATEGIC INDICATORS

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

Indicator/measure	Result	Comments
By using the Local Government Performance Reporting Framework we can measure our improvements in:		
<ul style="list-style-type: none"> Waste Collection Statistics 	Improved	Refer to comments and statistics in Pillar 4 Service Performance Indicators.
<ul style="list-style-type: none"> Contamination Rates in organic waste 	Improved	0.34% Contamination Rate in organic waste, which is a 14.7% decrease.
<ul style="list-style-type: none"> Quantity of Organic Waste Diverted 	Improved	4,061.9 tonnes of Organic Waste Diverted, which is a 21.29% increase.
<ul style="list-style-type: none"> Reduction in Council CO2 emissions 	Improved	Council has achieved an 8% reduction in CO2 emissions.

SERVICES

The following statement provides information in relation to the services funded in the 2021/22 budget and the persons or sections of the community who are provided the service.

Service Areas	Description of Services Provided	Net Cost
		Actual Budget
		Variance
		\$'000
Environmental Sustainability	Development of environmental policy, implementation of environmental projects and delivery of educational programs.	166
		427
		261
Kerbside Garbage Service	This service provides collection of kerbside garbage materials from households.	34
		368
		334
Landfill / Transfer Stations	Operational management of Council's landfill site at Cobram and nine transfer stations including monitoring to maintain environmental standards.	274
		217
		(58)
Natural Resources	Responds to planning and other referrals relating to natural resource management, including the joint management of Kinniards Wetlands with other agencies.	71
		50
		(21)



Service Areas	Description of Services Provided	Net Cost
		Actual Budget
		Variance
		\$'000
Organic Waste Service	This service provides collection of kerbside organic waste materials from households.	78
		39
		(39)
Parks and Gardens	This program involves the maintenance and upgrade of Council's parks and gardens, reserves, town entrances and open spaces.	3,708
		3,634
		(74)
Recycling Service	This service provides collection of kerbside recyclable materials from households.	58
		220
		162
Street Cleaning and Bin Collection	The sweeping of kerb and channel on urban roads, parking areas, footpaths in CBD areas and main intersections, operates a garbage compactor to collect rubbish from street bins in CBD areas, park and recreation areas, road reserves and butt bins.	(25)
		11
		36









SERVICE PERFORMANCE INDICATORS

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

Service / Indicator / Measure	Results				Material Variations
	2019	2020	2021	2022	
WASTE COLLECTION					
Satisfaction					
Kerbside bin collection requests <i>[Number of kerbside garbage and recycling bin collection requests / Number of kerbside bin collection households] x1,000</i>	19.28	36.04	35.82	131.22	Variation is due to the change in reporting by Moira Shire Council to better report damaged, stolen and missed bins.
Service standard					
Kerbside collection bins missed <i>[Number of kerbside garbage and recycling collection bins missed / Number of scheduled kerbside garbage and recycling collection bin lifts] x10,000</i>	0.55	1.14	1.02	0.59	Slight reduction in missed kerbside services over the reporting period. Council still remains under state average.
Service cost					
Cost of kerbside garbage collection service <i>[Direct cost of the kerbside garbage bin collection service / Number of kerbside garbage collection bins]</i>	\$128.08	\$128.71	\$144.84	\$148.13	Minor cost increase inline with increased Environmental Protection Authority (EPA) Levy.
Cost of kerbside recyclables collection service <i>[Direct cost of the kerbside recyclables bin collection service / Number of kerbside recyclables collection bins]</i>	\$58.35	\$57.48	\$70.20	\$74.55	Increased industry cost pressures caused higher prices in renewed vendor contracts for the collection and sorting of recyclable materials.
Waste diversion					
Kerbside collection waste diverted from landfill <i>[Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100</i>	53.41%	54.64%	56.98%	57.54%	Moira Shire residents continue to achieve improving results of diverting recycling and organic from landfill.

MAJOR INITIATIVES

The following statement reviews the progress of Council in relation to major initiatives identified in the 2021/22 budget for the year.

Major Initiatives	Progress	Results and Highlights
A commitment to increase service levels in our shire-wide tree maintenance program.	 In Progress	Development of a Tree Management Plan is currently underway. Once adopted, this plan will guide Council with maintenance issues, inspection regimes, pruning schedules, species type, stump removal and replanting.
Continue advocating for all schools in Moira to be involved in environmental sustainability programs.	 Ongoing	<p>Council continues to work with schools and encourage participation in a number of sustainability initiatives such as:</p> <ul style="list-style-type: none"> • Plastic Free July • Tree Planting Days • Aussie Backyard Bird Count <p>Council also provides education on additional waste to recycle, waste and recycling sessions, provides recycling stations for schools to host, excursions to wetlands with waterbug ID, water bird watching, making of frog hotels.</p>
A commitment to sourcing 100% of our electricity from renewable energy and dropping our greenhouse gas emissions by 47%.	 Complete	Council began sourcing 100% of its electricity through renewable sources from 1 January 2022. This has resulted in a 72% reduction in our greenhouse gas emissions, associated with our energy consumption (below 2008/09 levels).
Manage almost 1,700km of roadsides across Moira for weeds and pest animals.	 Ongoing	Council manages weeds and pest animals along our roadsides in accordance with its Roadside Weed and Pest Animal Management Control Plan 2020-2027.
Work with Goulburn Valley Water and local communities for the continued roll out of hydration stations.	 Ongoing	During 2021/22, hydration stations were installed at five locations.





PILLAR 4
CUSTOMER FOCUSED
AND RESPONSIVE



BY 2025

- 4.01** The customer will be at the centre of Council's focus
- 4.02** Our systems, processes and use of technology will support efficient and secure business operations
- 4.03** Our service standards and service delivery models will be of a high standard and meet community needs
- 4.04** We support, appreciate and acknowledge the contribution made by volunteers
- 4.05** We will be ready to activate, respond and assist in emergency management
- 4.06** To provide, renew and maintain a diverse network of assets that are safe, efficient and accessible

KEY ACHIEVEMENTS AND PROJECTS DELIVERED

- Adoption of a new Complaints Handling Policy, which supports first contact resolution for the customer where possible and is in line with the Victoria Ombudsman's Guidelines.
- New Intranet and Knowledge Base implemented to assist staff with providing efficient customer service.
- Implementation of a new online booking platform for hire of Council facilities, which is currently being used internally and will be made available to the public for use in 2022/23.
- Developing a Service Review Framework to assess Councils service standards and delivery. Implementation to occur during 2022/23.
- Development and adoption of a 10-year Asset Plan and new Asset Management Plan.
- A number of capital works projects completed to improve Councils community assets including:
 - River Road Yarrowonga kerb & channel and drainage works upgrade
 - Yarrowonga Yacht Club Car Park upgrade
 - Botts Road drainage upgrade (section north of the Murray Valley Highway)
 - Wrights Bridge replacement Broken Creek, Barmah
 - Melville Street Numurkah Footpath upgrade (between Quinn Street and Saxton Street)
 - Gemmell Street Cobram Drainage Rising Main Upgrade
 - Cobram Civic Centre Car Park Extension
 - Yarrowonga Showground – internal access road, carpark and drainage upgrade
 - Numurkah Road Drainage crossings upgrade
 - Mookarii Street Cobram – streetscape upgrade
 - Yarrowonga to Burramine Cycleway

OTHER HIGHLIGHTS

- Development of a Customer Experience and Transformation Strategy is underway and is expected to be completed during 2022/23.
- Council has a Volunteer Recognition Policy, which guides how we recognise the contribution made by Moira Shire volunteers by participation in Volunteer Week each year and through the Moira Shire Australia Day Awards and District Town Australia Day Awards.
- Council is currently undertaking a review of its awards program of how it recognises those who have made a valuable contribution to the shire. In 2022/23 Council will host the first Moira Community Achiever Awards in place of the Moira Shire Australia Day Awards to ensure inclusivity of all community members.



STRATEGIC INDICATORS

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

Indicator/measure	Result	Comments
<p>By using the Local Government Community satisfaction Survey we can measure our improvements in:</p> <ul style="list-style-type: none"> • Customer Service 	60	Council acknowledges the results of the Survey and the satisfaction rating for these areas and is committed to improving the results for future years.
<ul style="list-style-type: none"> • Overall Performance 	48	
<ul style="list-style-type: none"> • Maintenance and repair of sealed urban and rural roads 	43	
<p>By using the Moira Shire Annual Report we can measure our improvements in:</p> <ul style="list-style-type: none"> • Value and Retention of Council volunteers 	Almost 400 volunteers	<p>Council acknowledges the many community members that volunteer to assist Council to manage community facilities and sit on various advisory committees and reference groups.</p> <p>We recognise our volunteers annually in accordance with our Volunteer Recognition Policy, which includes recognition through Volunteer Week and opportunities to be nominated for Australia Day Awards.</p>
<ul style="list-style-type: none"> • Number of services made easier to access by the community 	Improved	<p>Council is increasing the services available online and during 2021/22 this has included:</p> <ul style="list-style-type: none"> • Land Information Certificate applications • Accessible Parking Permit applications and renewals* • linking the State Governments Rates valuation objections portal to our online services <p>*A VicRoads initiative.</p>



SERVICES

The following statement provides information in relation to the services funded in the 2021/22 budget and the persons or sections of the community who are provided the service.

Service Areas	Description of Services Provided	Net Cost
		Variance
		Actual Budget
		\$'000
Animal Control	To provide for the administration and enforcement of legislation regulating domestic animals and livestock.	338
		378
		40
Asset Management	Management of Council's property and infrastructure assets and database, including design, construction and delivery of capital works projects.	2,993
		3,369
		376
Communications	Responsible for the management and provision of advice on external and internal communications, including management of Council's website and social media platforms.	367
		440
		73
Customer Experience	The Customer Experience team supports the organisation in resolving customer enquiries, lodging requests for service, operating the Call Centre, receipting payments, processing applications and managing the hire of various council facilities.	481
		556
		75
Emergency Management	To maintain preparedness and responsiveness and to implement recovery processes in the event of an emergency occurring within the municipality.	55
		79
		24
Environmental Health	This service undertakes inspections and registers premises in accordance with health and food legislation.	241
		219
		(22)
Fire Prevention	Implement actions as defined in the Municipal Fire Management Strategy in partnership with all stakeholders.	3
		18
		15
Service Centres	The Customer Experience team located at the Yarrawonga Service Centre.	147
		152
		5



SERVICE PERFORMANCE INDICATORS

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



Service / Indicator / Measure	Results				Material Variations
	2019	2020	2021	2022	
FOOD SAFETY					
Timeliness					
Time taken to action food complaints <i>[Number of days between receipt and first response action for all food complaints / Number of food complaints]</i>	2.25	1.38	1.17	1.00	Council has continued its use of systems and mobile technology to enable timely responses to food complaints both from the office and in the field. Over a 12-month period, council has achieved a same-day action rate for all food complaints received.
Service standard					
Food safety assessments <i>[Number of registered class 1 food premises and class 2 food premises that receive an annual food safety assessment in accordance with the Food Act 1984 / Number of registered class 1 food premises and class 2 food premises that require an annual food safety assessment in accordance with the Food Act 1984] x100</i>	106.39%	117.33%	103.70%	100.00%	This figure represents the percentage of premises inspected over the 12-month period. It shows that council has achieved the inspection of 100% of premises over this time period.
Health and safety					
Critical and major non-compliance outcome notifications <i>[Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises] x100</i>	100.00%	100.00%	100.00%	100.00%	Environmental Health Services continues to provide a strong commitment to food safety.
Cost of food safety service					
<i>[Direct cost of the food safety service / Number of food premises registered or notified in accordance with the Food Act 1984]</i>	\$482.06	\$443.99	\$435.27	\$370.51	The number of food premises registrations and notifications has increased while the budget allocated for food safety service has remained the same. Therefore, the cost of food safety service per premise has decreased.



Service / Indicator / Measure	Results				Material Variations
	2019	2020	2021	2022	
ANIMAL MANAGEMENT					
Timeliness					
Time taken to action animal requests <i>[Number of days between receipt and first response action for all animal management requests / Number of animal management requests]</i>	1.00	1.01	3.38	3.82	No material variation.
Service standard					
Animals reclaimed <i>[Number of animals reclaimed / Number of animals collected]</i>	24.12%	30.37%	29.52%	24.81%	Council continues to promote responsible pet ownership with a strong focus of returning pets to their owners.
Animals rehomed <i>[Number of animals rehomed / Number of animals collected] x100</i>	New in 2020	49.74%	33.84%	21.45%	Council promotes the rehoming of all suitable animals with their new forever home through Council's Pet Adoption Program or Foster Care Program. During the reporting period councils ability to rehome a number of animals was impacted due to an external organisation that assists with rehoming being temporarily non-operational. Council has responded to this issue and increased the number of agreements with rehoming organisations through their Pet Adoption Program.
Health and safety					
Animal Management prosecutions <i>[Number of successful animal management prosecutions / Number of animal management prosecutions] x 100</i>	New in 2020	100.00%	0.00%	0.00%	No prosecutions occurred in this reporting period.
Service cost					
Cost of animal management service per population <i>[Direct cost of the animal management service / Population]</i>	\$8.81	\$11.23	\$11.49	\$11.32	No material variation.

MAJOR INITIATIVES

The following statement reviews the progress of Council in relation to major initiatives identified in the 2021/22 budget for the year.

Major Initiatives	Progress	Results and Highlights
Installation of a new online booking system to allow for online registrations and applications through our website.	 In Progress	<p>Council's new online booking platform 'Zipporah' is live and has been in use internally by the Customer Experience team since January 2022.</p> <p>A new interface will be launched in the near future, which will open the platform up for public use.</p>
A new Customer Experience and Transformation Strategy	 In Progress	<p>Development of a new Customer Experience and Transformation Strategy is in progress and expected to be finalised during 2022/23.</p>





PILLAR 5

TRANSPARENT AND ACCOUNTABLE GOVERNANCE

BY 2025

- 5.01** Our decisions will be evidence-based, financially viable, and for the longer term
- 5.02** We will communicate effectively, Council's role, capacity and achievements
- 5.03** We responsibly manage our business, health, and safety risks
- 5.04** We provide a safe, productive, and supportive workspace to foster ingenuity, diversity, and enthusiasm in our staff and councillors
- 5.05** We will be transparent, inclusive, responsive and accessible when engaging with the community
- 5.06** We will strive to provide a safe, compliant, and well-planned built environment based on a sound strategic platform
- 5.07** We will support a safe and liveable community through the enforcement of local and state government regulations

KEY ACHIEVEMENTS AND PROJECTS DELIVERED

- A new Procurement Policy was adopted, which will ensure good governance practices around Councils procurement of goods and services.
- A new Special Rates and Charges Policy was developed and adopted.
- Our health and safety risks are managed by an effective and efficient health and safety system, which includes policies, procedures and frameworks that are continuously being reviewed and improved.
- The Audit and Risk Committee met five times during 2021/22, with Councils enterprise risk register and fraud risk registers reported quarterly to the committee.
- A new Audit and Risk Committee Charter was adopted which will to enable an increase to the committee composition as well as providing greater depth to the duties and responsibilities of the committee.
- Implementation of Councils Internal Audit program, with audits conducted on a number of business functions, which included Grant Management, Strategic and Service Level Planning, Budgeting & Long Term Financial Planning and Cobram Landfill.
- Council adopted a new Councillor Service Recognition Policy, which ensures acknowledgment of Councillors contribution to the community in a consistent manner.
- An internal working group reviewed our staff performance management system comprehensively and changes were implemented as part of the annual performance appraisal program.

- Development of Councils first Gender Equality Action Plan in compliance with the *Gender Equality Act 2020*, which will support diversity among staff, councillors and the wider community in our policies, programs and services.
- Adoption of a new Domestic Animal Management Plan 2021-2025 in compliance with the *Domestic Animals Act 1994*.
- Implementation of the remaining stage of the *Local Government Act 2020* rollout which, in addition to a new Procurement Policy, included development and adoption of:
 - Complaint Handling Policy
 - Workforce Plan
 - Asset Plan

OTHER HIGHLIGHTS

- Our community newsletter is issued monthly to keep the community up to date on happenings around the shire, which now has in excess of 600 subscribers.
- We share valuable community updates and information through our various social media platforms, including our Facebook page, which has a strong community following with more than 6,500 followers.
- All Scheduled Council Meetings are made easily accessible to the public through livestreaming of meetings.



STRATEGIC INDICATORS

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

Indicator/measure	Result	Comments
<p>By using the Local Government Community satisfaction Survey we can measure our improvements in:</p> <ul style="list-style-type: none"> • Council Direction 	45	Council acknowledges the results of the Survey and the satisfaction rating for these areas and is committed to improving the results for future years.
<ul style="list-style-type: none"> • Community Consultation and Engagement 	45	
<p>By using the Local Government Performance Reporting Framework we can measure our improvements in:</p> <ul style="list-style-type: none"> • Governance Statistics 	Improved*	Refer to comments and statistics in Pillar 5 Service Performance Indicators. <i>*This overall improvement is due to the large improvement in transparency of Councils decision making. Other areas are below expectation.</i>
<ul style="list-style-type: none"> • Animal Management Statistics 	Below expectation	
<ul style="list-style-type: none"> • Food Safety Statistics 	Improved	
<ul style="list-style-type: none"> • Financial performance statistics 	Refer to the Performance Statement	
<ul style="list-style-type: none"> • Sustainable capacity statistics 		
<p>By using the Governance and Management Checklist, we can measure Councils compliance, while ensuring open and accountable reporting of Councils policies, plans and procedures, as well as Councils planning monitoring and reporting processes.</p>	Compliant	Refer to the Governance and Management Checklist.



SERVICES

The following statement provides information in relation to the services funded in the 2021/22 budget and the persons or sections of the community who are provided the service.

Service Areas	Description of Services Provided	Net Cost
		Actual Budget
		Variance
		\$'000
Accounting Services	Financial based services to both internal and external customers responsible for financial management, control and reporting expenses.	(3,398)
		2,677
		6,075
Contract Compliance	The systems used to manage the procurement and tendering processes of Council to ensure best value outcomes obtained. This includes the systems used to manage contracts in accordance with the agreed terms and conditions.	168
		193
		25
Fleet Management	To ensure appropriate plant and vehicles are available to meet service levels.	145
		126
		(19)
Governance	The processes used by Council to operate and control the administration, ethics and compliance of the organisation.	2,539
		2,713
		174
Help Desk	IT Help Desk provides 'break/fix' support for all IT systems and equipment including coordinating vendor support.	252
		253
		1
Information Technology Systems	Information Technology Services ensures Council's IT systems and equipment is properly maintained and working as required by the business including providing support for business system improvements, IT training and Geospatial Information System support.	1,774
		2,038
		264
Learning and Development	To continually improve the effectiveness of the organisation through employee education to support organisational goals and compliance requirements.	367
		357
		(10)
OH&S	Provide systems and support for a workplace, which is safe, so that the health and safety of our employees are not at risk.	812
		818
		6
Payroll	Deliver and administer the payroll function to the organisation and ensure that Council meets its legal, award and industrial obligations.	71
		59
		(12)





Service Areas	Description of Services Provided	Net Cost
		Actual Budget
		Variance
		\$'000
Records Management	Records Management is responsible for maintaining and supporting Council's Documents Management system and documents management practices within Council including the secure storage and retrieval of physical documents.	175
		208
		33
Recruitment	Attract and engage a diverse range of suitably qualified people to join our organisation.	677
		586
		(91)
Revenue and Property Services	Raising and collection of municipal rates and charges, maintenance of Council rating information and valuation of properties throughout the municipality.	32,465
		(32,157)
		308
Risk Management	Process proactively manage the risks that affect Council, includes the identification, assessment and prioritising of risks to ensure Council's operations maintained effectively.	100
		148
		48



SERVICE PERFORMANCE INDICATORS




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

Service / Indicator / Measure	Results 2019	2020	2021	2022	Material Variations
GOVERNANCE					
Transparency					
Council resolutions at meetings closed to the public <i>[Number of Council resolutions made at ordinary or special meetings of Council, or at meetings of a special committee consisting only of Councillors, closed to the public / Number of Council resolutions made at ordinary or special meetings of Council or at meetings of a special committee consisting only of Councillors] x100</i>	8.14%	7.38%	7.69%	2.86%	Council continues to strive to be open and transparent in line with its Council Plan objective. Council now considers the Audit and Risk Committee meeting minutes in open sessions, further reducing the number of confidential reports presented to Council.
Consultation and engagement					
Satisfaction with community consultation and engagement <i>[Community satisfaction rating out of 100 with how Council has performed on community consultation and engagement]</i>	53.00	53.00	55.00	45.00	Council is committed to listening and engaging with the community to improve satisfaction and this result.
Attendance					
Council attendance at Council meetings <i>[The sum of the number of Councillors who attended each ordinary and special Council meeting / (Number of ordinary and special Council meetings) x (Number of Councillors elected at the last Council general election)] x100</i>	96.83%	90.74%	98.15%	96.58%	Councillor attendance remains high. The flexibility of Councillors being able to attend meetings remotely has attributed to this attendance rate.
Service cost					
Cost of elected representation <i>[Direct cost of the governance service / Number of Councillors elected at the last Council general election]</i>	\$41,403.44	\$40,190.89	\$37,520.56	\$39,578.22	No material variation.
Satisfaction					
Satisfaction with Council decisions <i>[Community satisfaction rating out of 100 with how Council has performed in making decisions in the interest of the community]</i>	49.00	50.00	54.00	48.00	Council acknowledges the results of the Survey and the satisfaction rating with council decision-making and is committed to improving this through greater communication and engagement practices in line with our Policy and through increased resourcing in the areas of communications, marketing and advocacy.



MAJOR INITIATIVES

The following statement reviews the progress of Council in relation to major initiatives identified in the 2021/22 budget for the year.

Major Initiatives	Progress	Results and Highlights
Continued development of electronic recruitment and learning systems.	 In Progress	<p>Council implemented a new recruitment system at the end of 2020 and we continue to develop the system to meet best practice.</p> <p>The organisations learning system has been developed to be the source of truth for employee's professional development.</p>
Adopting and adhering to robust Statutory and Audit regulations to achieve financial sustainability in order to keep Council financially viable at all times.	 In Progress	<p>Council is guided by an overall integrated planning and reporting framework within the <i>Local Government Act 2020</i>, which includes ensuring appropriate resource allocation and management. This is achieved through the development of Asset Plans and Financial Plans for the longer term, supported by the Annual Budget, Workforce Plan and Revenue & Rating Plan over the medium term.</p> <p>As part of performance monitoring and accountability against these plans, Council undertakes quarterly budget reviews, is audited by the Victorian Auditor General's Office on an annual basis and publishes an annual report to communicate progress and outcomes.</p> <p>Through the internal audit program, with oversight from the Audit and Risk Committee, improvements to Councils budgeting processes and long term financial planning framework, including the development of a long term capital works plan, will be implemented to continue to enhance the ongoing financial sustainability of Council.</p>
Implementing strong and reliable internal controls to prevent misuse of Council resources.	 In Progress	<p>Council has recently updated its mail filtering system, firewall and firewall monitoring software. In addition we have updated our Security Policy and started an online security training program for all staff.</p>

RETIRED SERVICE PERFORMANCE INDICATORS

Service / Indicator / Measure	2018	Results 2019	2020
AQUATIC FACILITIES			
Service cost			
Cost of indoor aquatic facilities <i>[Direct cost of indoor aquatic facilities less income received / Number of visits to indoor aquatic facilities]</i>	\$10.44	\$10.03	Retired in 2020
Service cost			
Cost of outdoor aquatic facilities <i>[Direct cost of outdoor aquatic facilities less income received / Number of visits to outdoor aquatic facilities]</i>	\$6.12	\$6.55	Retired in 2020
LIBRARIES			
Service cost			
Cost of library service <i>[Direct cost of the library service / Number of visits]</i>	\$4.52	\$4.91	Retired in 2020
MATERNAL AND CHILD HEALTH (MCH)			
Satisfaction			
Participation in first MCH home visit <i>[Number of first MCH home visits / Number of birth notifications received] x100</i>	95.1%	101.2%	Retired in 2020
ANIMAL MANAGEMENT			
Service cost			
Cost of animal management service <i>[Direct cost of the animal management service / Number of registered animals]</i>	\$60.27	\$47.22	Retired in 2020
Health and safety			
Animal management prosecutions <i>[Number of successful animal management prosecutions]</i>	0	0	Retired in 2020

GOVERNANCE, MANAGEMENT AND OTHER INFORMATION

GOVERNANCE

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

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

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

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



MEETINGS OF COUNCIL

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

For the 2021/22 year, Council held the following meetings:

- 12 Scheduled Council meetings
- 1 Unscheduled Council meetings.

The following table provides a summary of Councillor attendance at the Scheduled Council meetings and Unscheduled Council meetings during 2021/22.

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

Councillors	Scheduled Council Meeting	Unscheduled Council Meeting	Total
Cr Libro Mustica (Mayor)	12	1	13
Cr Peter Lawless (Deputy Mayor)	12	1	13
Cr Julie Brooks	12	0	12
Cr John Beitzel*	5	1	6
Cr Kevin Bourke**	5	0	5
Cr Ed Cox	12	1	13
Cr Peter Elliott	12	1	13
Cr Judy Heather*	6	1	7
Cr Peter Mansfield	12	1	13
Cr Marie Martin**	6	0	6
Cr Wayne Limbrick	12	1	13

* New Councillor ** Former Councillor

COMMITTEES

Community Asset Committees

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

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

Community Asset Committees (at 30 June 2022)
Baulkamaugh Recreation Reserve
Cobram Scott Reserve
Floridan Park Recreation Reserve
Katamatite Recreation Reserve
Katunga Recreation Reserve and Community Centre
Koonoomoo Recreation Reserve
Picola Recreation Reserve
St James Recreation Reserve
Strathmerton Recreation Reserve
Tungamah Jubilee Park Recreation Reserve
Waaia Recreation Reserve
Wilby Racecourse and Recreation Reserve
Wunghnu Recreation Reserve
Yarrowongga JC Lowe Oval Reserve
Yarroweyah Recreation Reserve
Cobram Showgrounds Apex Reserve
Nathalia Showgrounds and Recreation Reserve
Numurkah Showgrounds Reserve
Yarrowongga Showgrounds Reserve / Victoria Park
Cobram Historical Precinct
Nathalia Historical Precinct

Other committees

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

Committees (at 30 June 2022)	Councillor
Moira Shire All Abilities Advisory Committee	2*
Moira Shire Environment Sustainability Advisory Committee	2
Moira Shire Youth Council	3
Moira Shire Council Audit & Risk Committee	3
Numurkah Flood Mitigation Implementation Committee	1
Barmah Forest Heritage and Education Centre Advisory Committee	1
Yarrowongga Multipurpose Sports Stadium Steering Committee	2
Yarrowongga Library Project Steering Committee	3
Cobram East Flood Mitigation Design Steering Committee	1
Upper Broken & Boosey Flood Study Project Steering Committee	1

* This Committee was formerly known as the Disability Advisory Committee which was rescinded in March 2022. As at 30 June 2022, nomination of the two Councillors to this Committee had not yet occurred.

CODE OF CONDUCT

The *Local Government Act 2020* requires Councils to develop and approve a Councillor Code of Conduct within 4 months after each general election. On 24 February 2021, Council adopted a revised Councillor Code of Conduct to:

- Assist Councillors to maintain the highest standards of conduct and behaviour as well as provide a means to deal with problems they may encounter;
- Attract the highest level of confidence from Council's stakeholders; and
- Assist the Mayor and Councillors to discharge the responsibilities of their public office appropriately.

In addition to setting out the Councillor Conduct Principles, the Code also outlines:

- Other conduct definitions under the Act, such as those relating to misuse of position, improper direction, breach of confidentiality and conflict of interest;
- Roles and relationships; and
- Dispute resolution procedures.

CONFLICT OF INTEREST

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

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

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

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

During 2021/22, four conflicts of interest were declared at Scheduled and Unscheduled Council meetings.



COUNCILLOR ALLOWANCES

In accordance with section 39 of the Act, the Councillors are entitled to receive an allowance while performing their duty as a Councillor.

The Victorian Independent Remuneration Tribunal determines allowances that applies to Mayors, Deputy Mayors and Councillors in all Victorian Councils.

The Determination sets a base allowance for each Council member depending on the allowance category of the Council. Moira Shire is determined as a Category 2 Council. The value of the base allowance payable to a Council member varies depending on the Councillor role for example Mayor, Deputy Mayor or Councillor.

Councils are required to review allowance levels by 30 June in the year following a general election and the allowance level determined by the Council remains in effect for the full term of the Council.

The current annual allowances are as follows:

Mayor:	\$96,470
Deputy Mayor:	\$48,235
Councillor:	\$30,024

These allowances are paid pro-rata from the date of implementation of the tribunal determination.

The following table contains a summary of the allowances paid to each Councillor during the year and the portion of the year an individual Councillor was Mayor or Deputy Mayor.

Councillors	Allowance \$
Cr Libro Mustica (Mayor)	93,488
Cr Peter Lawless (Deputy Mayor)	39,334
Cr John Beitzel*	12,818
Cr Kevin Bourke**	10,549
Cr Julie Brooks	29,598
Cr Ed Cox	29,598
Cr Peter Elliott	29,598
Cr Judy Heather*	16,384
Cr Wayne Limbrick	29,598
Cr Peter Mansfield	29,598
Cr Marie Martin**	11,659

* New Councillor ** Former Councillor

COUNCILLOR EXPENSES

In accordance with Section 40 of the Act, council is required to reimburse a Councillor for expenses incurred whilst performing their duties as a Councillor. Council is also required to adopt and maintain a policy in relation to the reimbursement of expenses for Councillors. The policy provides guidance for the payment of reimbursements of expenses and the provision of resources, facilities and other support to the Mayor and Councillors to enable them to discharge their duties. Council also publishes in its Annual Report the details of the expenses, including reimbursement of expenses for each Councillor and member of a council committee paid by the Council.

The details of the expenses including reimbursement of expenses for each Councillor and member of a Council committee paid by the Council for the 2021/22 year are set out in the following table.

Councillors	TR \$	CM \$	CC \$	IC \$	CT \$	Total \$
Cr Libro Mustica (Mayor)	-	-	-	534	-	534
Cr Peter Lawless (Deputy Mayor)	-	137	-	158	550	845
Cr John Beitzel *	-	-	-	66	-	66
Cr Kevin Bourke **	-	539	-	53	-	592
Cr Julie Brooks	-	-	-	534	1,100	1,634
Cr Ed Cox	-	-	-	158	-	158
Cr Peter Elliott	-	-	-	158	-	158
Cr Judy Heather *	-	800	-	267	200	1,267
Cr Wayne Limbrick	-	1,517	-	158	200	1,875
Cr Peter Mansfield	-	2,791	-	158	2,002	4,950
Cr Marie Martin **	-	242	-	223	450	915
Total	-	6,025	-	2,468	4,502	12,995

Legend: **TR** – Travel, **CM** – Car Mileage, **CC** – Childcare, **IC** – Information and Communication Expenses, **CT** – Conferences and Training Expenses.

* New Councillor ** Former Councillor

During the reporting period, individual Councillors were appointed by Council to represent Moira Shire on the following organisations.

Appointed Representatives Bodies	
Goulburn Broken Green House Alliance	Cr Peter Elliott
Goulburn Valley Community Road Safety	Cr Peter Lawless
Goulburn Valley Regional Library Corporation Board	Cr Julie Brooks
Goulburn Valley Waste and Resource Group	Cr Wayne Limbrick
Goulburn Valley Highway Bypass Action Group	Cr Libro Mustica
Municipal Association of Victoria	Cr Libro Mustica
Murray River Group of Councils	Cr Libro Mustica
Murray Darling Association Inc.	Cr Peter Mansfield, Cr Judy Heather

MANAGEMENT

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

AUDIT & RISK COMMITTEE

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

The Audit and Risk Committee consists of three independent members, Mr. Fred Douglas (Chair) Ms. Lisa Ford, Ms. Julie Guest (concluded her second term in March 2022), Cr Wayne Limbrick, Cr Ed Cox and as Mayor, Cr Libro Mustica is an ex-officio member of the Audit and Risk Committee.

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

The Audit and Risk Committee met five times during 2021/22. The Internal Auditor, Chief Executive Officer, Chief Financial Officer, Director Corporate, Governance and Performance and the Manager Governance & Performance attend the meetings. Other management representatives and staff attend as required to present reports. The external auditors attend as required each year to present the external audit plan, management letter and independent audit reports.

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

Internal Audit

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

In line with the Internal Audit program for 2021/22 the following reviews were conducted:

- Strategic and Service Level Planning
- Grant Management
- Budgeting and Long Term Financial Planning
- Cobram Landfill
- Prior year closed findings follow up

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

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

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

External Audit

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

Risk Management

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

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

Council's Risk Management Framework addresses items such as:

- risk management culture, communication and training;
- best practice in risk management;
- responsibilities of and to internal and external stakeholders;
- risk registers and risk management software development;
- the Council Planning cycle, budget cycle and annual audit cycle, and
- a performance measurement system to determine the effectiveness of the framework.

In 2022/23 Council will be undertaking a comprehensive review of its Risk Management Framework. As part of this project, Council will incorporate recommendations of a recent Due Diligence review undertaken by a risk advisory company on behalf of Council's new insurance provider, Civic Risk Mutual.

GOVERNANCE AND MANAGEMENT CHECKLIST

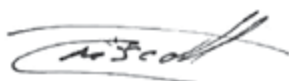
The following are the results in the prescribed form of Council's assessment against the prescribed governance and management checklist.

Governance and Management Items	Assessment
<p>1. Community engagement policy (policy under section 55 of the Act outlining Council's commitment to engaging with the community on matters of public interest)</p>	<p>✓ Adopted in accordance with section 55 of Act. Date of operation of current policy: 24 February 2021</p>
<p>2. Community engagement guidelines (guidelines to assist staff to determine when and how to engage with the community)</p>	<p>✓ Community Engagement Framework Date of operation: 27 April 2022</p>
<p>3. Financial Plan (plan under section 91 of the Act outlining the financial and non-financial resources required for at least the next 10 financial years)</p>	<p>✓ Adopted in accordance with Section 91 of the Act. Date adopted: 23 June 2021</p>
<p>4. Asset Plan (plan under section 92 of the Act that sets out the asset maintenance and renewal needs for key infrastructure classes for at least the next 10 years)</p>	<p>✓ Adopted in accordance with Section 92 of the Act. Date adopted: 22 June 2022</p>
<p>5. Revenue and Rating Plan (plan under section 93 of the Act setting out the rating structure of Council to levy rates and charges)</p>	<p>✓ Adopted in accordance with Section 93 of the Act. Date adopted: 23 June 2021</p>
<p>6. Annual budget (plan under section 94 of the Act setting out the services to be provided and initiatives to be undertaken during the budget year and the funding and other resources required)</p>	<p>✓ Adopted in accordance with section 94 of the Act. Date adopted: 22 June 2022</p>
<p>7. Risk Management policy (policy outlining Council's commitment and approach to minimising the risks to Council's operations)</p>	<p>✓ Policy Date of commencement of current policy: 23 October 2019</p>
<p>8. Fraud Prevention and Control policy (policy outlining Council's commitment and approach to minimising the risk of fraud)</p>	<p>✓ Policy Date of operation of current policy: 27 May 2020</p>
<p>9. Municipal emergency management plan (plan under section 20 of the <i>Emergency Management Act 1986</i> for emergency prevention, response and recovery)</p>	<p>✓ Municipal Emergency Management Plan prepared: 6 July 2016 Reviewed Plan presented to Council meeting: 24 July 2019 Plan is under review to update in line with legislative changes</p>

Governance and Management Items	Assessment
<p>10. Procurement policy (policy under section 108 of the Act outlining the principles, processes and procedures that will apply to all purchases of goods and services by the Council)</p>	<p>✓ Prepared and approved in accordance with section 108 of the Act. Date adopted: 27 October 2021</p>
<p>11. Business continuity plan (plan setting out the actions that will be undertaken to ensure that key services continue to operate in the event of a disaster)</p>	<p>✓ Business Continuity Plan Date of Approval: 23 January 2018 Business Continuity Management System is under review to update in-line with best practice</p>
<p>12. Disaster recovery plan (plan setting out the actions that will be undertaken to recover and restore business capability in the event of a disaster)</p>	<p>✓ Plan Date of operation of the current plan: 22 May 2018 Updated: May 2022</p>
<p>13. Risk management framework (framework outlining Council's approach to managing risks to the Council's operations)</p>	<p>✓ Framework continues to be reviewed and currently consists of:</p> <ul style="list-style-type: none"> • Council Risk Management Policy Adopted: 23 October 2019 • Fraud Prevention and Control Policy Adopted: 27 May 2020 • Risk Management Plan Currently under review • Audit & Risk Committee Charter Adopted: 22 June 2022
<p>14. Audit and Risk Committee (see sections 53 and 54 of the Act)</p>	<p>✓ Established in accordance with section 53 of the Act Date of establishment: 27 May 2020</p>
<p>15. Internal audit (independent accounting professionals engaged by the Council to provide analyses and recommendations aimed at improving Council's governance, risk and management controls)</p>	<p>✓ Engaged Date of engagement of current provider: 22 January 2020</p>
<p>16. Performance reporting framework (a set of indicators measuring financial and non-financial performance, including the performance indicators referred to in section 98 of the <i>Local Government Act 2020</i>)</p>	<p>✓ Framework Date of operation of current framework: 10 December 2019 Currently under review</p>
<p>17. Council Plan reporting (report reviewing the performance of the Council against the Council Plan, including the results in relation to the strategic indicators, for the first six months of the financial year)</p>	<p>✓ Report Report prepared: 23 February 2022</p>

Governance and Management Items	Assessment
<p>18. Quarterly Budget Reports (quarterly statements to Council under section 97(1) of the Local Government Act 2020 comparing actual and budgeted results and an explanation of any material variations)</p>	<p>✓ Annual Report: 22 September 2021 Quarterly Statements: 27 October 2021 23 February 2022 25 May 2022</p>
<p>19. Risk reporting (six-monthly reports of strategic risks to Council's operations, their likelihood and consequences of occurring and risk minimisation strategies)</p>	<p>✓ Minutes: 10 February 2022 12 May 2022</p>
<p>20. Performance reporting (six-monthly reports of indicators measuring the results against financial and non-financial performance, including performance indicators referred to in section 98 of the <i>Local Government Act 2020</i>)</p>	<p>✓ Annual report: 22 September 2021 Six monthly report: 23 February 2022</p>
<p>21. Annual report (annual report under sections 98, 99 & 100 of the <i>Local Government Act 2020</i> containing a report of operations and audited financial and performance statements)</p>	<p>✓ Considered at meeting of Council in accordance with section 134 of the <i>Local Government Act 1989</i>. Date considered: 22 September 2021</p>
<p>22. Councillor Code of Conduct (Code under section 139 of the Act setting out the conduct principles and the dispute resolution processes to be followed by Councillors)</p>	<p>✓ Reviewed and adopted in accordance with section 139 of the Act. Date adopted: 24 February 2021</p>
<p>23. Delegations (documents setting out the powers, duties and functions of Council and the Chief Executive Officer that have been delegated to members of staff in accordance with sections 11 and 47 of the Act)</p>	<p>✓ Reviewed in accordance with section 11(7) of the Act. Date of review: 27 October 2021</p>
<p>24. Meeting procedures (Governance Rules under section 60 of the Act governing the conduct of meetings of Council and delegated committees)</p>	<p>✓ Governance Rues adopted in accordance with section 60 of the Act. Date adopted: 26 August 2020</p>

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



Clare Keenan
Chief Executive Officer

28 October 2022



Cr Libro Mustica
Mayor

28 October 2022

STATUTORY INFORMATION

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

DOCUMENTS AVAILABLE FOR PUBLIC INSPECTION

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

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

CONTRACTS

During the months from July 2021 to October 2021, Council did not enter into any contracts valued at \$150,000 or more for services or \$200,000 or more for works or more of a kind specified in section 186(5) (a) and (c) of the Act. It also did not enter into any other contracts valued at \$150,000 or more for goods or services or \$200,000 or more for works without engaging in a competitive process.

In accordance with Section 108 (1) of the Act, Council adopted a new Procurement Policy in October 2021.

According to Section (3)(a) of the Act and the Council's approved Procurement Policy, the threshold for going out for public tender was set at \$350,000 Ex GST for goods, services and works.

During the months from November 2021 to June 2022, Council did not enter into any contracts valued at \$350,000 or more for goods, services or works without engaging in a competitive process.

Council also made it mandatory for any contracts valued between \$150,000 and \$350,000 to undergo a public RFQ process.

DISABILITY ACTION PLAN

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

Council's Disability Action Plan was endorsed in late 2017. At the Scheduled Council Meeting in March 2022, Council endorsed a package of reforms for the Disability Advisory Committee including a change of name and wider CEO delegation to support committee function and responsiveness. To date a new Terms of Reference has been approved, the new name implemented and an EOI process initiated for members of our new All Abilities Advisory Committee.

FOOD ACT MINISTERIAL DIRECTIONS

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

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

DOMESTIC ANIMAL MANAGEMENT PLAN

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

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

Council has continued their partnership with the 'National Desexing Network' and local veterinarians to provide low-income earners with the ability to have their cats de-sexed at an affordable cost. This partnership continues to promote responsible pet ownership within the community by reigning in the feral cat population. There have been 287 cats desexed within this program since it commenced in August 2020.

FREEDOM OF INFORMATION

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

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

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

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

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

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

2021/22 Domestic Animal Management activity at 30 June 2022

	Dogs	Cats
Impounded	133	255
Claimed/returned to owner	75	21
Rehoused	25	58
Euthanised, Aggressive/unsuitable	26	165
In pound	7	10
Escaped from pound	0	0
Died in pound (old age)	0	1

Note - Feral cats are not included in these stats.

PUBLIC INTEREST DISCLOSURES ACT 2012

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

The *Public Interest Disclosures Act 2012* aims to ensure openness and accountability in government by encouraging people to disclose improper conduct within the public sector and provide protection for people who make disclosures. Procedures on how to make a disclosure are publicly available from Council's website.

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

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

ROAD MANAGEMENT ACT MINISTERIAL DIRECTION

In accordance with section 22 of the *Road Management Act 2004*, Council must publish a copy or summary of any Ministerial direction in its annual report. No such Ministerial Directions were received by Council during the financial year.

Infrastructure and development contributions

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

In 2021/22 Council had no infrastructure and development contributions.

PERFORMANCE STATEMENT



DESCRIPTION OF MUNICIPALITY

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

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

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

SUSTAINABLE CAPACITY INDICATORS

For the year ended 30 June 2022

Indicator / Measure	Results				Material Variations
	2019	2020	2021	2022	
Population					
Expenses per head of municipal population <i>[Total expenses / Municipal population]</i>	\$1,888.82	\$2,005.38	\$1,965.62	\$2,002.20	No material variation.
Infrastructure per head of municipal population <i>[Value of infrastructure / Municipal population]</i>	\$15,451.76	\$16,299.72	\$16,740.32	\$16,989.03	No material variation.
Population density per length of road <i>[Municipal population / Kilometers of local roads]</i>	8.15	8.20	8.21	8.21	No material variation.
Own-Source Revenue					
Own-source revenue per head of municipal population <i>[Own-source revenue / Municipal population]</i>	\$1,484.38	\$1,516.15	\$1,494.50	\$1,569.87	No material variation.
Recurrent Grants					
Recurrent grants per head of municipal population <i>[Recurrent grants / Municipal population]</i>	\$472.90	\$514.39	\$511.09	\$654.81	Receipt of an additional 25% (75% in total) of the 2022/23 Commonwealth Government Financial Assistance Grant in 2021/22.
Disadvantage					
Relative socio-economic disadvantage <i>[Index of Relative Socio-economic Disadvantage by decile]</i>	2.00	2.00	2.00	2.00	No material variation.
Workforce Turnover					
Percentage of staff turnover <i>[Number of permanent staff resignations and terminations / Average number of permanent staff for the financial year] x100</i>	15.62%	12.95%	4.44%	18.35%	Measure has returned to levels experienced prior to impact of COVID which drove lower staff turnover rates. Trend appears consistent with other regional Victorian councils.

Definitions

"adjusted underlying revenue" means total income other than:

- (a) non-recurrent grants used to fund capital expenditure; and
- (b) non-monetary asset contributions; and
- (c) contributions to fund capital expenditure from sources other than those referred to above

"infrastructure" means non-current property, plant and equipment excluding land

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

"population" means the resident population estimated by council

"own-source revenue" means adjusted underlying revenue other than revenue that is not under the control of council (including government grants)

"relative socio-economic disadvantage", in relation to a municipality, means the relative socio-economic disadvantage, expressed as a decile for the relevant financial year, of the area in which the municipality is located according to the Index of Relative Socio-Economic Disadvantage (Catalogue Number 2033.0.55.001) of SEIFA

"SEIFA" means the Socio-Economic Indexes for Areas published from time to time by the Australian Bureau of Statistics on its Internet website

"unrestricted cash" means all cash and cash equivalents other than restricted cash.

SERVICE PERFORMANCE INDICATORS

For the year ended 30 June 2022

Service/indicator/measure	2019	2020	Results		Material Variations
			2021	2022	
AQUATIC FACILITIES					
Utilisation					
Utilisation of aquatic facilities <i>[Number of visits to aquatic facilities / Municipal population]</i>	2.99	2.11	1.34	1.68	Overall attendances has shown an increase of more than 25% from the 2020/21 results. This attendance rate is still down on pre-COVID levels but this is a favourable result, considering a number of Councils aquatic facilities still faced temporary closures during the year, due to ongoing COVID requirements and the number of staff affected by COVID which left a shortage in qualified lifeguards able to operate the facilities safely.
ANIMAL MANAGEMENT					
Health and safety					
Animal management prosecutions <i>[Number of successful animal management prosecutions / Number of animal management prosecutions] x 100</i>	New in 2020	100.00%	0.00%	0.00%	No prosecutions occurred in this reporting period.
FOOD SAFETY					
Health and safety					
Critical and major non-compliance notifications <i>[Number of critical non-compliance notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance notifications and major non-compliance notifications about food premises] x100</i>	100.00%	100.00%	100.00%	100.00%	Environmental Health Services continues to provide a strong commitment to food safety.
GOVERNANCE					
Satisfaction					
Satisfaction with council decisions <i>[Community satisfaction rating out of 100 with how council has performed in making decisions in the interest of the community]</i>	49.00	50.00	54.00	48.00	Council acknowledges the results of the Survey and the satisfaction rating with council decision making and is committed to improving this through greater communication and engagement practices in line with our Policy and through increased resourcing in the areas of communications, marketing and advocacy.

Service/indicator/measure	Results				Material Variations
	2019	2020	2021	2022	
LIBRARIES					
Participation					
Active borrowers in the municipality <i>[Sum of the number of active library members in the last three years / The sum of the population for the last three years] x100</i>	15.71%	15.61%	14.72%	13.08%	Reductions in Active members reflects the impacts of Library closures to the public during COVID restrictions in the first half of 2021/22.
MATERNAL AND CHILD HEALTH					
Participation					
Participation in the MCH service <i>[Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100</i>	80.61%	81.89%	83.18%	85.65%	Council maintains a Family Alert List to monitor Key Age Assessment appointments for vulnerable families. This proactive approach has seen participation rates increase across the shire and ensures vulnerable children are actively engaged in the service.
Participation in the MCH service by Aboriginal children <i>[Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service] x100</i>	93.10%	94.81%	93.83%	93.67%	No material variation.
ROADS					
Satisfaction					
Satisfaction with sealed local roads <i>[Community satisfaction rating out of 100 with how council has performed on the condition of sealed local roads]</i>	49.00	51.00	52.00	43.00	Decrease in satisfaction attributed to a number of issues which has significantly impacted the condition of sealed local roads and delayed works programs. The issues include impacts due to COVID staff absences, shortage of contractors and supply of materials. Wet weather also delayed some works being completed in a timely manner.

Service/indicator/measure	Results			2022	Material Variations
	2019	2020	2021		
STATUTORY PLANNING					
Decision making					
Council planning decisions upheld at VCAT <i>[Number of VCAT decisions that did not set aside council's decision in relation to a planning application / Number of VCAT decisions in relation to planning applications] x100</i>	75.00%	100.00%	0.00%	66.67%	Three VCAT decisions were made during the report period. One proceeded to a full hearing where Council's decision was upheld. Two were resolved by consent orders.
WASTE COLLECTION					
Waste diversion					
Kerbside collection waste diverted from landfill <i>[Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100</i>	53.41%	54.64%	56.98%	57.44%	Moirra Shire residents continue to achieve improving results of diverting recycling and organic from landfill.

Definitions

“Aboriginal child” means a child who is an Aboriginal person

“Aboriginal person” has the same meaning as in the Aboriginal Heritage Act 2006

“active library member” means a member of a library who has borrowed a book from the library

“annual report” means an annual report prepared by a council under section 98 of the Act

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

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

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

“food premises” has the same meaning as in the Food Act 1984

“local road” means a sealed or unsealed road for which the council is the responsible road authority under the Road Management Act 2004

“major non-compliance outcome notification” means a notification received by a council under section 19N(3) or (4) of the Food Act 1984, or advice given to council by an authorized officer under that Act, of a deficiency that does not pose an immediate serious threat to public health but may do so if no remedial action is taken

“MCH” means the Maternal and Child Health Service provided by a council to support the health and development of children within the municipality from birth until school age

“population” means the resident population estimated by council

FINANCIAL PERFORMANCE INDICATORS

For the year ended 30 June 2022

Dimension/indicator/measure	2019	Results				Forecasts			Material Variations
		2020	2021	2022	2023	2024	2025	2026	
EFFICIENCY									
Expenditure level									
Expenses per property assessment <i>[Total expenses / Number of property assessments]</i>	\$3,196.56	\$3,368.75	\$3,288.41	\$3,280.43	\$3,478.85	\$3,662.02	\$3,796.95	\$3,950.53	No material variation.
Revenue level									
Average rate per property assessment <i>[General rates and Municipal charges / Number of property assessments]</i>	New in 2020	\$1,673.01	\$1,731.54	\$1,761.07	\$1,800.91	\$1,845.81	\$1,888.80	\$1,932.61	No material variation.
LIQUIDITY									
Working capital									
Current assets compared to current liabilities <i>[Current assets / Current liabilities] x100</i>	333.69%	337.56%	259.88%	346.04%	323.80%	297.93%	284.61%	261.46%	Higher cash balance held due to early receipt of 75% of the 2022/23 Commonwealth Government Financial Assistance Grant in 2021/22 and receipt of grant funding for capital works at Yarrowonga Library, Yarrowonga Multi Sports Stadium and 50% of Phase 3 of the Commonwealth Local Roads & Community Infrastructure Program.
Unrestricted cash									
Unrestricted cash compared to current liabilities <i>[Unrestricted cash / Current liabilities] x100</i>	268.14%	265.77%	208.08%	285.73%	231.52%	249.00%	235.46%	211.84%	Higher cash balance held due to early receipt of 75% of the 2022/23 Commonwealth Government Financial Assistance Grant in 2021/22 and receipt of grant funding for capital works at Yarrowonga Library, Yarrowonga Multi Sports Stadium and 50% of Phase 3 of the Commonwealth Local Roads & Community Infrastructure Program.
OBLIGATIONS									
Loans and borrowings									
Loans and borrowings compared to rates <i>[Interest bearing loans and borrowings / Rate revenue] x100</i>	6.73%	3.93%	2.23%	1.97%	19.07%	16.98%	14.96%	12.97%	Increase in forecast period is related to new borrowings for Yarrowonga Library and Yarrowonga Multisport Stadium projects.

Dimension/indicator/measure	Results					Forecasts			Material Variations
	2019	2020	2021	2022	2023	2024	2025	2026	
Loans and borrowings repayments compared to rates <i>[Interest and principal repayments on interest bearing loans and borrowings / Rate revenue] x100</i>	3.73%	2.88%	1.80%	1.64%	2.59%	2.25%	2.19%	2.13%	Increase in forecast period is related to new borrowings for Yarrowonga Library and Yarrowonga Multisport Stadium projects.
Indebtedness									
Non-current liabilities compared to own source revenue <i>[Non-current liabilities / Own source revenue] x100</i>	29.91%	31.23%	30.30%	28.94%	44.14%	42.45%	39.18%	37.42%	Increase in non-current liabilities driven by new borrowings for Yarrowonga Library and Yarrowonga Multisport Stadium projects.
Asset renewal and upgrade									
Asset renewal and upgrade compared to depreciation <i>[Asset renewal and asset upgrade expense / Asset depreciation] x100</i>	New in 2020	78.74%	100.48%	106.15%	148.28%	118.05%	114.68%	123.48%	Result impacted by completion of several upgrade capital projects funded under COVID grant programs. Forecast period impacted by greater priority to asset renewal.
OPERATING POSITION									
Adjusted underlying result									
Adjusted underlying surplus (or deficit) <i>[Adjusted underlying surplus (deficit) / Adjusted underlying revenue] x100</i>	7.22%	1.92%	2.91%	11.48%	-6.30%	-1.58%	-2.17%	-7.65%	Result driven by growth in total revenue due to increased operating and capital grant income, this is due to receipt of 75% of the 2022/23 Commonwealth Government Financial Assistance Grant and capital grants associated with the completion of capital works under COVID programs, these are not expected to continue into future years.
STABILITY									
Rates concentration									
Rates compared to adjusted underlying revenue <i>[Rate revenue / Adjusted underlying revenue] x100</i>	60.01%	62.39%	65.02%	60.55%	70.24%	65.18%	64.55%	66.73%	Result driven by growth in total revenue due to increased operating and capital grant income compared against lower rates income.
Rates effort									
Rates compared to property values <i>[Rate revenue / Capital improved value of rateable properties in the municipality] x100</i>	0.60%	0.59%	0.58%	0.53%	0.54%	0.54%	0.55%	0.55%	Reduced result driven by application of rate cap resulting in reduced rate income in comparison to increased property values.

FORMER MEASURES

Service/indicator/measure	2018	2019	2020
ANIMAL MANAGEMENT			
Health and safety			
Animal management prosecutions <i>[Number of successful animal management prosecutions]</i>	0	0	Retired in 2020
EFFICIENCY			
Revenue Level			
Average residential rate per residential property assessment <i>[Residential rate revenue / Number of residential property assessments]</i>	\$1,856.21	\$1,871.26	Retired in 2020
OBLIGATIONS			
Asset Renewal			
Asset Renewal compared to depreciation <i>[Asset renewal expense / Asset depreciation] x 100</i>	77.59%	82.30%	Retired in 2020

Definitions

“adjusted underlying revenue” means total income other than:

- (a) non-recurrent grants used to fund capital expenditure; and
- (b) non-monetary asset contributions; and
- (c) contributions to fund capital expenditure from sources other than those referred to above

“adjusted underlying surplus (or deficit)” means adjusted underlying revenue less total expenditure

“asset renewal expenditure” means expenditure on an existing asset or on replacing an existing asset that returns the service capability of the asset to its original capability

“current assets” has the same meaning as in the AAS

“current liabilities” has the same meaning as in the AAS

“non-current assets” means all assets other than current assets

“non-current liabilities” means all liabilities other than current liabilities

“non-recurrent grant” means a grant obtained on the condition that it be expended in a specified manner and is not expected to be received again during the period covered by a council’s Strategic Resource Plan

“own-source revenue” means adjusted underlying revenue other than revenue that is not under the control of council (including government grants

“population” means the resident population estimated by council

“rate revenue” means revenue from general rates, municipal charges, service rates and service charges

“recurrent grant” means a grant other than a non-recurrent grant

“residential rates” means revenue from general rates, municipal charges, service rates and service charges levied on residential properties

“restricted cash” means cash and cash equivalents, within the meaning of the AAS, that are not available for use other than for a purpose for which it is restricted, and includes cash to be used to fund capital works expenditure from the previous financial year

“unrestricted cash” means all cash and cash equivalents other than restricted cash.

OTHER INFORMATION

For the year ended 30 June 2022

Basis of preparation

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

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

The performance statement presents the actual results for the current year and for the prescribed financial performance indicators and measures, the results forecast by the council's strategic resource plan. The *Local Government (Planning and Reporting) Regulations 2020* requires explanation of any material variations in the results contained in the performance statement. Council has adopted materiality thresholds relevant to each indicator and measure and explanations have not been provided for variations below the materiality thresholds unless the variance is considered to be material because of its nature.

The forecast figures included in the performance statement are those adopted by council in its financial plan on 23 June 2022. The financial plan includes estimates based on key assumptions about the future that were relevant at the time of adoption and aimed at achieving sustainability over the long term. Detailed information on the actual financial results is contained in the General Purpose Financial Statements. The financial plan can be obtained by contacting council.

CERTIFICATION OF THE PERFORMANCE STATEMENT

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



Matthew Jarvis CPA
Chief Financial Officer

28 October 2022

In our opinion, the accompanying performance statement of the Moira Shire Council for the year ended 30 June 2022 presents fairly the results of council's performance in accordance with the *Local Government Act 2020* and the *Local Government (Planning and Reporting) Regulations 2020*.

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

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

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



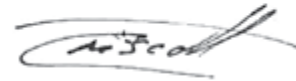
Cr Libro Mustica
Mayor
Councillor

28 October 2022



Cr Peter Lawless
Deputy Mayor
Councillor

28 October 2022



Clare Keenan
Chief Executive Officer

28 October 2022



Independent Auditor's Report

To the Councillors of Moira Shire Council

Opinion	<p>I have audited the accompanying performance statement of Moira Shire Council (the council) which comprises the:</p> <ul style="list-style-type: none"> • description of municipality for the year ended 30 June 2022 • sustainable capacity indicators for the year ended 30 June 2022 • service performance indicators for the year ended 30 June 2022 • financial performance indicators for the year ended 30 June 2022 • other information and • certification of the performance statement. <p>In my opinion, the performance statement of Moira Shire Council in respect of the year ended 30 June 2022 presents fairly, in all material respects, in accordance with the performance reporting requirements of Part 4 of the <i>Local Government Act 2020</i> and <i>Local Government (Planning and Reporting) Regulations 2020</i>.</p>
Basis for Opinion	<p>I have conducted my audit in accordance with the <i>Audit Act 1994</i> which incorporates the Australian Standards on Assurance Engagements. I further describe my responsibilities under that Act and those standards in the <i>Auditor's Responsibilities for the Audit of the performance statement</i> section of my report.</p> <p>My independence is established by the <i>Constitution Act 1975</i>. My staff and I are independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's <i>APES 110 Code of Ethics for Professional Accountants</i> (the Code) that are relevant to my audit of the performance statement in Victoria. My staff and I have also fulfilled our other ethical responsibilities in accordance with the Code.</p> <p>I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.</p>
Councillors' responsibilities for the performance statement	<p>The Councillors are responsible for the preparation and fair presentation of the performance statement in accordance with the performance reporting requirements of the <i>Local Government Act 2020</i> and the <i>Local Government (Planning and Reporting) Regulations 2020</i> and for such internal control as the Councillors determines is necessary to enable the preparation and fair presentation of a performance statement that is free from material misstatement, whether due to fraud or error.</p>

Auditor's responsibilities for the audit of the performance statement

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

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

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

MELBOURNE
28 October 2022



Travis Derricott
as delegate for the Auditor-General of Victoria

FINANCIAL REPORT



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Certification of the Financial Statements

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



Matthew Jarvis CPA

Chief Financial Officer

Date : 28 October 2022

Cobram

In our opinion, the accompanying financial statements present fairly the financial transactions of Moira Shire Council for the year ended 30 June 2022 and the financial position of the Council as at that date.

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

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



Councillor Libro Mustica

Mayor

Date : 28 October 2022

Cobram

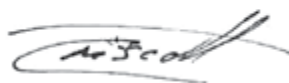


Councillor Peter Lawless

Deputy Mayor

Date : 28 October 2022

Cobram



Clare Keenan

Chief Executive Officer

Date : 28 October 2022

Cobram



Independent Auditor's Report

To the Councillors of Moira Shire Council

Opinion	<p>I have audited the financial report of Moira Shire Council (the council) which comprises the:</p> <ul style="list-style-type: none"> • balance sheet as at 30 June 2022 • comprehensive income statement for the year then ended • statement of changes in equity for the year then ended • statement of cash flows for the year then ended • statement of capital works for the year then ended • notes to the financial statements, including significant accounting policies • certification of the financial statements. <p>In my opinion the financial report presents fairly, in all material respects, the financial position of the council as at 30 June 2022 and their financial performance and cash flows for the year then ended in accordance with the financial reporting requirements of Part 4 of the <i>Local Government Act 2020</i>, the <i>Local Government (Planning and Reporting) Regulations 2020</i> and applicable Australian Accounting Standards.</p>
Basis for Opinion	<p>I have conducted my audit in accordance with the <i>Audit Act 1994</i> which incorporates the Australian Auditing Standards. I further describe my responsibilities under that Act and those standards in the <i>Auditor's Responsibilities for the Audit of the Financial Report</i> section of my report.</p> <p>My independence is established by the <i>Constitution Act 1975</i>. My staff and I are independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 <i>Code of Ethics for Professional Accountants</i> (the Code) that are relevant to my audit of the financial report in Victoria. My staff and I have also fulfilled our other ethical responsibilities in accordance with the Code.</p> <p>I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.</p>
Other Information	<p>The Councillors of the council are responsible for the Other Information, which comprises the information in the council's annual report for the period ended 30 June 2022, but does not include the financial report and my auditor's report thereon.</p> <p>My opinion on the financial report does not cover the Other Information and accordingly, I do not express any form of assurance conclusion on the Other Information. However, in connection with my audit of the financial report, my responsibility is to read the Other Information and in doing so, consider whether it is materially inconsistent with the financial report or the knowledge I obtained during the audit, or otherwise appears to be materially misstated. If, based on the work I have performed, I conclude there is a material misstatement of the Other Information, I am required to report that fact. I have nothing to report in this regard.</p>

Councillors' responsibilities for the financial report	<p>The Councillors of the council are responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards, the <i>Local Government Act 2020</i> and the <i>Local Government (Planning and Reporting) Regulations 2020</i>, and for such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of a financial report that is free from material misstatement, whether due to fraud or error.</p> <p>In preparing the financial report, the Councillors are responsible for assessing the council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless it is inappropriate to do so.</p>
Auditor's responsibilities for the audit of the financial report	<p>As required by the <i>Audit Act 1994</i>, my responsibility is to express an opinion on the financial report based on the audit. My objectives for the audit are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.</p> <p>As part of an audit in accordance with the Australian Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:</p> <ul style="list-style-type: none"> • identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. • obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the council's internal control • evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Councillors • conclude on the appropriateness of the Councillors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the council's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the council to cease to continue as a going concern. • evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

Auditor's responsibilities for the audit of the financial report (continued) I communicate with the Councillors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

MELBOURNE
28 October 2022



Travis Derricott
as delegate for the Auditor-General of Victoria

Comprehensive Income Statement For the Year Ended 30 June 2022

	Note	2022 \$'000	2021 \$'000
Income			
Rates and charges	3.1	41,086	39,518
Statutory fees and fines	3.2	1,794	1,723
User fees	3.3	2,381	2,031
Grants - operating	3.4	18,002	13,304
Grants - capital	3.4	9,880	6,126
Contributions - monetary	3.5	461	379
Contributions - non monetary	3.5	3,765	8,485
Net gain on disposal of property, infrastructure, plant and equipment	3.6	44	74
Share of net profit of associates and joint ventures	6.2	286	64
Other income	3.7	1,507	1,452
Total income		79,206	73,156
Expenses			
Employee costs	4.1	23,008	21,400
Materials and services	4.2	23,445	24,333
Depreciation	4.3	11,582	11,145
Amortisation - right of use assets	4.4	613	746
Bad and doubtful debts	4.5	21	10
Borrowing costs	4.6	47	93
Finance costs - leases	4.7	94	105
Other expenses	4.8	1,258	1,172
Total expenses		60,068	59,004
Surplus/(deficit) for the year		19,138	14,152
Other comprehensive income			
Items that will not be reclassified to surplus or deficit in future periods			
Net asset revaluation increment/(decrement)	6.1	318	3,961
Total other comprehensive income		318	3,961
Total comprehensive result		19,456	18,113

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

Balance Sheet As at 30 June 2022

	Note	2022 \$'000	2021 \$'000
Assets			
Current assets			
Cash and cash equivalents	5.1	7,932	12,456
Trade and other receivables	5.1	4,183	4,934
Other financial assets	5.1	48,000	36,000
Inventories	5.2	816	899
Other assets	5.2	923	722
Total current assets		61,854	55,011
Non-current assets			
Investments in associates and joint arrangements	6.2	1,456	1,170
Property, infrastructure, plant and equipment	6.1	609,628	601,263
Right-of-use assets	5.8	2,368	1,968
Intangible assets	5.2	3,062	2,762
Total non-current assets		616,514	607,163
Total assets		678,368	662,174
Liabilities			
Current liabilities			
Trade and other payables	5.3	2,250	2,840
Trust funds and deposits	5.3	2,557	2,278
Unearned income/revenue	5.3	6,605	10,395
Provisions	5.5	5,650	4,423
Interest-bearing liabilities	5.4	298	629
Lease liabilities	5.8	515	609
Total current liabilities		17,875	21,174
Non-current liabilities			
Provisions	5.5	11,191	11,917
Interest-bearing liabilities	5.4	512	254
Lease liabilities	5.8	1,926	1,421
Total non-current liabilities		13,629	13,592
Total liabilities		31,504	34,766
Net assets		646,864	627,408
Equity			
Accumulated surplus		215,578	197,828
Reserves	9.1	431,286	429,580
Total Equity		646,864	627,408

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

Statement of Changes in Equity For the Year Ended 30 June 2022

	Note	Accumulated	Revaluation	Other	
		Total	Surplus	Reserves	Reserves
2022		\$'000	\$'000	\$'000	\$'000
Balance at beginning of the financial year		627,408	197,828	394,300	35,280
Surplus/(deficit) for the year		19,138	19,138	-	-
Net asset revaluation increment/(decrement)	9.1(a)	318	-	318	-
Transfers to other reserves	9.1(b)	-	(1,410)	-	1,410
Transfers from other reserves	9.1(b)	-	22	-	(22)
Balance at end of the financial year		646,864	215,578	394,618	36,668

	Note	Accumulated	Revaluation	Other	
		Total	Surplus	Reserves	Reserves
2021		\$'000	\$'000	\$'000	\$'000
Balance at beginning of the financial year		609,295	198,036	390,339	20,920
Surplus/(deficit) for the year		14,152	14,152	-	-
Net asset revaluation increment/(decrement)	9.1(a)	3,961	-	3,961	-
Transfers to other reserves	9.1(b)	-	(20,720)	-	20,720
Transfers from other reserves	9.1(b)	-	6,360	-	(6,360)
Balance at end of the financial year		627,408	197,828	394,300	35,280

The above statement of changes in equity should be read in conjunction with the accompanying notes.

Statement of Cash Flows For the Year Ended 30 June 2022

	Note	2022 Inflows/ (Outflows) \$'000	2021 Inflows/ (Outflows) \$'000
Cash flows from operating activities			
Rates and charges		41,542	39,248
Statutory fees and fines		1,802	1,734
User fees		2,600	2,135
Grants - operating		17,180	13,327
Grants - capital		6,675	13,140
Contributions - monetary		461	379
Interest received		154	352
Trust funds and deposits taken		4,740	4,636
Other receipts		1,411	781
Net GST refund/(payment)		2,583	2,281
Employee costs		(22,395)	(21,196)
Materials and services		(26,425)	(25,515)
Trust funds and deposits repaid		(4,461)	(4,827)
Other payments		(1,380)	(981)
Net cash provided by/(used in) operating activities	9.2	24,487	25,494
Cash flows from investing activities			
Payments for property, infrastructure, plant and equipment	6.1	(16,200)	(15,797)
Proceeds from sale of property, infrastructure, plant and equipment		132	327
Payments for investments		(12,000)	(5,000)
Net cash provided by/(used in) investing activities		(28,068)	(20,470)
Cash flows from financing activities			
Finance costs		(47)	(93)
Proceeds from borrowings		556	-
Repayment of borrowings		(628)	(618)
Interest paid - lease liability		(94)	(105)
Repayment of lease liabilities		(730)	(727)
Net cash provided by/(used in) financing activities		(943)	(1,543)
Net increase / (decrease) in cash and cash equivalents		(4,524)	3,481
Cash and cash equivalents at the beginning of the financial year		12,456	8,975
Cash and cash equivalents at the end of the financial year		7,932	12,456
	Note		
Financing arrangements	5.6		
Restrictions on cash assets	5.1		

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

Statement of Capital Works For the Year Ended 30 June 2022

	2022	2021
	\$'000	\$'000
Property		
Land	-	32
Land improvements	103	96
Total land	103	128
Buildings	2,867	3,294
Total buildings	2,867	3,294
Total property	2,970	3,422
Plant and equipment		
Plant, machinery and equipment	970	1,116
Fixtures, fittings and furniture	9	-
Computers and telecommunications	-	14
Total plant and equipment	979	1,130
Infrastructure		
Roads	4,163	5,577
Kerb and channel	542	778
Bridges	1,246	53
Footpaths and cycle ways	1,680	578
Drainage	2,706	781
Recreational, leisure and community facilities	1,307	1,555
Waste management	-	1,043
Parks, open space and streetscapes	16	9
Aerodromes	9	173
Other infrastructure	582	698
Total infrastructure	12,251	11,245
Total capital works expenditure	16,200	15,797
Represented by:		
New asset expenditure	3,365	4,560
Asset renewal expenditure	7,429	7,287
Asset expansion expenditure	541	38
Asset upgrade expenditure	4,865	3,912
Total capital works expenditure	16,200	15,797

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

Notes to the Financial Report For the Year Ended 30 June 2022

Note 1 Overview

Introduction

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

Statement of compliance

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

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

Significant accounting policies

(a) Basis of accounting

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

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

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

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

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

- the fair value of land, buildings, infrastructure, plant and equipment (refer to Note 6.1)
- the determination of depreciation for buildings, infrastructure, plant and equipment (refer to Note 6.1)
- the determination of employee provisions (refer to Note 5.5)
- the determination of landfill provisions (refer to Note 5.5)
- the determination of whether performance obligations are sufficiently specific so as to determine whether an arrangement is within the scope of AASB 15 *Revenue from Contracts with Customers* or AASB 1058 *Income of Not-for-Profit Entities* (refer to Note 5.3)
- the determination, in accordance with AASB 16 *Leases*, of the lease term, the estimation of the discount rate when not implicit in the lease and whether an arrangement is in substance short-term or low value (refer to Note 5.8)
- whether or not AASB 1059 *Service Concession Arrangements: Grantors* is applicable
- others areas requiring judgements.

Unless otherwise stated, all accounting policies are consistent with those applied in the prior year. Where appropriate, comparative figures have been amended to accord with current presentation, and disclosure has been made of any material changes to comparatives.

Notes to the Financial Report For the Year Ended 30 June 2022

(b) Impact of Covid-19

During 2021/22 the Covid-19 pandemic continued to impact on Council operations. Council has noted the following significant impacts on its financial operations:

Additional revenue

During 2021/22 the State Government provided funding of \$300,000 from the Covid Safe Outdoor Activation Fund, Council applied this funding to programs and projects to support a Covid safe environment for all users, this includes the successful Midwinter Festival. Council also received a further \$60,000 under the Business Concierge & Hospitality Support program. The Commonwealth Government continued funding for Local Roads and Community Infrastructure (Phase 3 - \$5.1 million), these are allocated to fund new capital expenditure in an effort to stimulate the local economy.

Revenue reductions

Council's park and hall fees income for 2021/22 was \$50,000 less than in 2020/21, part of this was due to reduced community demand for hire facilities.

Revenue foregone

There was no revenue forgone by Council in direct response to Covid-19.

Additional costs

Council's Covid-19 related project costs were fully funded by State or Commonwealth government funding, as a result of Covid-19 lockdowns the contracted costs from Council's swimming and sports centres were \$123,000 higher than budget due to the contractor YMCA not generating income as budgeted requiring Council to increase contracted payments.

Debtors

2021/22 saw an improvement of 8.64% on rates debtors and a minimal change in sundry debtors, Covid-19 restrictions over the year has had minimal impact on Council

Asset valuations

There was no significant impact on Council's asset valuations from Covid-19.

Notes to the Financial Report For the Year Ended 30 June 2022

Note 2.1 Performance against budget

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

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

2.1.1 Income and expenditure

	Budget 2022 \$'000	Actual 2022 \$'000	Variance \$'000	Variance %	Ref
Income					
Rates and charges	40,665	41,086	421	1.0	1
Statutory fees and fines	1,540	1,794	254	16.5	2
User fees	2,086	2,381	295	14.1	3
Grants - operating	11,934	18,002	6,068	50.8	4
Grants - capital	3,370	9,880	6,510	193.2	5
Contributions - monetary	80	461	381	476.3	6
Contributions - non monetary	500	3,765	3,265	653.0	7
Net gain on disposal of property, infrastructure, plant and equipment	28	44	16	57.1	
Share of net profit of associates and joint ventures	(10)	286	296	(2,960.0)	8
Other income	972	1,507	535	55.0	9
Total income	61,165	79,206	18,041	29.5	
Expenses					
Employee costs	23,701	23,008	(693)	(2.9)	10
Materials and services	23,734	23,445	(289)	(1.2)	11
Depreciation	11,250	11,582	332	3.0	12
Amortisation - Right of use assets	794	613	(181)	(22.8)	13
Bad and doubtful debts	35	21	(14)	(40.0)	
Borrowing costs	47	47	-	-	
Finance costs - leases	124	94	(30)	(24.2)	
Other expenses	993	1,258	265	26.7	14
Total expenses	60,678	60,068	(610)	(1.0)	
Surplus/(deficit) for the year	487	19,138	18,651	3,829.8	

(i) Explanation of material variations

Variance Ref	Item	Explanation
1	Rates and charges	Income from a 2.05% increase in the number of assessable properties than budgeted, additional income from solar farms and higher interest income received on overdue rates payments.
2	Statutory fees and fines	39.6% increase in income from town planning and subdivision fees, higher income from animal and local laws fees and fines and rates certificate fees.
3	User fees	17.5% increase in income from Cobram Landfill and other transfer stations, a 120% increase in Town planning advertising fees, a 35.4% increase income from Microwave Tower rentals.

**Notes to the Financial Report
For the Year Ended 30 June 2022**

(i) Explanation of material variations (cont.)

Variance Ref	Item	Explanation
4	Grants - operating	Council received 75% of its 2022/23 Commonwealth Government Financial Assistance Grant in the 2021/22 financial year, the 2021/22 result includes grant income for the Regional Fruit Fly program which was extended for a further two years. Council also received \$550k in Covid-19 recovery grants to conduct various recovery activities.
5	Grants - capital	Recognition under AASB 15 of grant income for capital works projects completed in 2021/22, including projects under the Commonwealth funded Local Roads and Community Infrastructure Program Phase 1 and 2 and State Government funded projects at Federation Park Cobram and Numurkah Apex Park.
6	Contributions - monetary	Income from contributions by developers to the Moira Open Space reserve to fund future development of community recreation facilities, developer contribution to the proposed Five way intersection in Yarrowonga. Community contributions to capital works projects including Tungamah and Wunghnu Recreation Reserves, and Punt Road Kindergarten change rooms.
7	Contributions - non monetary	Contributions of roads, kerb and channel, footpaths and drainage from developers of new residential estates.
8	Share of net profit of associates and joint ventures	Increased share of net profit from Goulburn Valley Regional Library Corporation due to lower operating costs during Covid-19 lockdowns. Higher receipts from residential land sales at Creekside Estate Nathalia joint venture.
9	Other income	135.5% increase in income received from the sale of recyclable materials from the Cobram Landfill due to a higher market price. Increased income from revaluation of Council's holding of water shares, additional income from employer incentive payments for employing apprentices and trainees and a 32.9% increase in interest income driven from higher term deposit rates on offer in the last quarter of 2021/22.
10	Employee costs	Lower wages and salaries costs due to delays in backfilling vacant roles, lower than budgeted WorkCover and Fringe Benefits costs.
11	Materials and services	Unbudgeted costs for Regional Fruit Fly program extended for two years by the State Government and the Covid Safe Outdoor Activation program, both programs were fully funded by State Government grants, these are offset by a writeback of previous materials and services charges to the Cobram Landfill provision following review of the provision accounts.
12	Depreciation	Higher depreciation charges than budgeted, driven by increase value of infrastructure assets.
13	Amortisation - Rights of use assets	Lower amortisation charge due to delays in replacing leased heavy plant equipment caused by industry shortages of overseas sourced equipment.
14	Other expenses	120.9% increase in unwinding of discount on landfill provision, caused by significant movements in discount rates during the 2021/22 financial year.

Notes to the Financial Report
For the Year Ended 30 June 2022

2.1.2 Capital works

	Budget 2022 \$'000	Actual 2022 \$'000	Variance \$'000	Variance %	Ref.
Property					
Land improvements	2,300	103	(2,197)	(95.5)	1
Total Land	2,300	103	(2,197)	(95.5)	
Buildings	2,295	2,867	572	24.9	2
Total buildings	2,295	2,867	572	24.9	
Total property	4,595	2,970	(1,625)	(35.4)	
Plant and equipment					
Plant, machinery and equipment	1,402	970	(432)	(30.8)	3
Fixtures, fittings and furniture	14	9	(5)	(35.7)	
Total plant and equipment	1,416	979	(437)	(30.9)	
Infrastructure					
Roads	3,640	4,163	523	14.4	4
Kerb and channel	540	542	2	0.4	
Bridges	-	1,246	1,246	100.0	5
Footpaths and cycleways	905	1,680	775	85.6	6
Drainage	1,490	2,706	1,216	81.6	7
Recreational, leisure and community facilities	1,064	1,307	243	22.8	8
Parks, open space and streetscapes	135	16	(119)	(88.1)	9
Aerodromes	100	9	(91)	(91.0)	10
Off street car parks	150	-	(150)	(100.0)	11
Other infrastructure	560	582	22	3.9	
Total infrastructure	8,584	12,251	3,667	42.7	
Total capital works expenditure	14,595	16,200	1,605	11.0	
Represented by:					
New asset expenditure	4,745	3,365	(1,380)	(29.1)	
Asset renewal expenditure	8,985	7,429	(1,556)	(17.3)	
Asset expansion expenditure	200	541	341	170.5	
Asset upgrade expenditure	665	4,865	4,200	631.6	
Total capital works expenditure	14,595	16,200	1,605	11.0	

(i) Explanation of material variations

Variance Ref.	Item	Explanation
1	Land improvements	Delays in commencing projects to identify and develop land suitable for the development of Business Parks in Yarrowonga and Cobram. Delays in commencing the Numurkah flood mitigation scheme pending confirmation of State/Commonwealth funding for future stages.
2	Buildings	Completion of prior year budgeted projects at the Punt Road Kindergarten Cobram, Tungamah Recreation Reserve Change rooms and Wunghnu Recreation Reserve - Community Building and Picola Hall Disabled Toilet, offset by delays in the Yarrowonga Library project, new air-conditioning at Cobram Stadium and renewal of air-conditioning at the Numurkah Town Hall.

**Notes to the Financial Report
For the Year Ended 30 June 2022**

(i) Explanation of material variations (cont.)

Variance Ref.	Item	Explanation
3	Plant, machinery and equipment	Delays in purchasing replacement light fleet and heavy plant equipment due to overseas supply issues.
4	Roads	Completion of roadworks associated with the Yarrawonga Showgrounds Precinct Road upgrade completed during 2021/22.
5	Bridges	Completion of replacement of Wrights Bridge in Barmah funded by Council and the Australian Government's Bridges Renewal Program Round 5 in 2020/21.
6	Footpaths and cycleways	Completion of the Yarrawonga to Burramine Cycle/Walk Trail funded by Council and the Australian Government's Murray-Darling Basin Economic Development Program - Round 2 in 2020/21.
7	Drainage	Completion of the Botts Road Yarrawonga drainage upgrade funded by Council and the Australian Government's Local Roads and Community Infrastructure Grant Program in 2020/21.
8	Recreational, leisure and community facilities	Completion of the Federation Park Cobram and Numurkah Apex Park Playgrounds funded by Council and the Australian Government's Drought Communities Program and Local Roads and Community Infrastructure Grant Program in 2020/21 and 2021/22.
9	Parks, open space and streetscapes	Delays in completing town streetscapes renewal programs across the Shire.
10	Aerodromes	Delay in commencing the Yarrawonga Airport - Taxiway resealing works.
11	Off street car parks	Works at Yarrawonga Yacht Club car park reclassified as part of River Road roadworks.

Notes to the Financial Report For the Year Ended 30 June 2022

Note 2.2 Analysis of Council results by program

2.2.1 Council programs

Council delivers its functions and activities through the following programs.

Office of CEO

The Office of CEO provides leadership guidance to the business and Council and guides the development and delivery of Council's representation and advocacy efforts, also responsible for the management and provision of advice on external and internal communication. The service includes Councillor entitlements.

Chief Financial Office

The Chief Financial Office provides financial and investment based services to both internal and external customers including the management of financial services, statutory financial reporting, raising and collection of rates and charges and valuation of properties throughout the municipality. It oversees Council's contracting of procurement of goods and services and for the management and strategic planning for Council's buildings, land, property leases and plant and fleet including managing insurances. It supports investment decision-making across the Shire through the attraction, growth and innovation of existing and prospective businesses across the Shire.

Corporate, Governance and Performance

Corporate, Governance and Performance ensures Council complies with the governance obligations under the Local Government Act and other legislation, it manages Council's enterprise risk, all Council's records and is the main customer interface with the community including face-to-face and online customer service. It supports and maintains reliable and cost effective information technology systems, facilities and infrastructure to Council staff enabling them to deliver services in a smart, productive and efficient way. The service provides Council with strategic and operational organisational development support including occupational health and safety obligations and develops and implements strategies, policies and procedures through the provision of human resources and industrial relations services.

Infrastructure Services

Infrastructure Services is responsible for constructing new and maintaining existing infrastructure across a diverse range of assets that underpin the wellbeing of the community. These include; roads, bridges, kerbs, drainage, parks and streetscapes, recreational facilities and civic buildings through services including: infrastructure planning, asset management; and capital works engineering design and construction. The service processes all planning applications, provides advice and makes decisions about development proposals that require a planning permit, it also prepares and processes amendments to the Council Planning Scheme and provides statutory building services to the Moira Shire community including processing building permits, audits of swimming pool barriers and investigations of complaints and illegal works.

Sustainable Communities

Sustainable Communities is responsible for working with the community, stakeholders and partner agencies to develop long-term community plans that inform Council's service delivery across the Shire. Services include: community health, safety and wellbeing, children, youth and families, and library services. It is responsible for providing support to the business plans of local tourism associations, and plans for future tourism opportunities. The service provides a safe and orderly environment within the municipality through the regulation, control and enforcement of legislation and local laws. Services provided include school crossing supervisors, domestic animal management services and fire prevention enforcement program. It also provides waste management services including kerbside collections from households and some commercial properties within the Shire. It operates nine transfer stations and a landfill site, including monitoring to maintain environmental standards. It develops environmental policy, implements environmental projects, delivers educational programs to the Moira community and works with other agencies to improve environment sustainability and natural resource management.

Notes to the Financial Report For the Year Ended 30 June 2022

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

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

	Operating Income	Operating Expenses	Operating Surplus/ (Deficit)	Grants included in income	Total Assets
2022	\$'000	\$'000	\$'000	\$'000	\$'000
Office of CEO	8	2,419	(2,411)	-	-
Chief Financial Office	49,338	17,721	31,617	10,882	68,740
Corporate, Governance and Performance	145	5,983	(5,838)	-	-
Infrastructure Services	17,473	21,325	(3,852)	15,566	609,628
Sustainable Communities	12,242	12,620	(378)	1,434	-
	79,206	60,068	19,138	27,882	678,368

During 2021/22 Council undertook a restructure of its operations to support Council's five strategic objective pillars identified in its Council Plan 2021-2025. Five key programs were identified.

The operating income in the Chief Financial Office of \$49.34 million includes income from General Rates and Municipal Charge. The operating income in Infrastructure of \$17.47 million includes capital grant income received for acquisition or construction of property, infrastructure, plant and equipment assets.

	Operating Income	Operating Expenses	Operating Surplus/ (Deficit)	Grants included in income	Total Assets
2021	\$'000	\$'000	\$'000	\$'000	\$'000
Office of CEO	53	2,393	(2,340)	45	-
Organisational Development	22	1,805	(1,783)	22	-
Customer Experience	31,563	1,225	30,338	-	-
Governance and Risk	391	1,991	(1,600)	-	60,911
Finance	16,786	13,873	2,913	7,440	-
Information Services	100	2,491	(2,391)	100	-
Recreation, Health and Culture	765	5,533	(4,768)	638	-
Economic Development	885	2,825	(1,940)	879	-
Sustainability	9,807	7,095	2,712	85	-
Operations	4,245	13,979	(9,734)	4,025	-
Construction and Assets	6,778	3,015	3,763	6,125	601,263
Building, Safety and Amenity	990	1,938	(948)	71	-
Planning	771	841	(70)	-	-
	73,156	59,004	14,152	19,430	662,174

**Notes to the Financial Report
For the Year Ended 30 June 2022**

Note 3 Funding for the delivery of our services	2022	2021
	\$'000	\$'000

3.1 Rates and charges

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

The valuation base used to calculate general rates for 2021/22 was \$7.6 billion (2020/21 - \$6.7 billion).

General rates	25,647	24,794
Municipal charge	6,034	5,904
Environmental levy	2,039	1,995
Kerbside waste management charges	6,282	6,024
Supplementary rates and rate adjustments	568	373
Interest on rates and charges	243	243
Revenue in lieu of rates	273	185
Total rates and charges	41,086	39,518

The date of the latest general revaluation of land for rating purposes within the municipal district was 1 January 2022, and the valuation will be applied in the rating year commencing 1 July 2022.

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

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

3.2 Statutory fees and fines

Town planning fees	720	679
Building services fees	554	655
Land information certificates	55	58
Permits	46	45
Business registration fees	165	33
Animal registration fees and fines	201	212
Other statutory fees and fines	53	41
Total statutory fees and fines	1,794	1,723

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

3.3 User fees

Leisure centre and recreation	26	26
Waste management services	1,554	1,369
Rent and other property income	197	103
Public hall and park hire fees	129	180
Sundry works and works within road reserve fees	68	51
Caravan park charges	281	220
Other user fees and charges	126	82
Total user fees	2,381	2,031

User fees by timing of revenue recognition

User fees recognised over time	633	529
User fees recognised at a point in time	1,748	1,502
Total user fees	2,381	2,031

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

**Notes to the Financial Report
For the Year Ended 30 June 2022**

3.4 Funding from other levels of government	2022	2021
Grants were received in respect of the following:	\$'000	\$'000
Summary of Grants		
Commonwealth funded grants	23,030	15,730
State funded grants	4,852	3,700
Total grants received	27,882	19,430
(a) Operating Grants		
Recurrent - Commonwealth Government		
Financial Assistance Grants*	15,289	11,461
Recurrent - State Government		
Community health	56	81
Community safety	49	45
Economic development and tourism	508	656
Maternal and child health	1,011	374
Recreation, leisure and community events	54	29
Roadside weeds and pest management	75	75
School crossing supervisors	56	54
Other	-	22
Total recurrent operating grants	17,098	12,797
Non-recurrent - Commonwealth Government		
Recreation, leisure and community events	30	21
Non-recurrent - State Government		
Economic development and tourism	496	224
Community health	54	70
Community safety	36	3
Maternal and child health	-	32
Recreation, leisure and community facilities	27	30
Other	261	127
Total non-recurrent operating grants	904	507
Total operating grants	18,002	13,304

*Council received 50% of the 2021/22 and 75% of the 2022/23 Commonwealth Financial Assistance Grants prior to the end of the respective financial year, these are general purpose grants and were recognised when received. There are no AASB 15 or AASB 1068 implications.

(b) Capital Grants**Recurrent - Commonwealth Government**

Roads to recovery	2,547	2,545
Total recurrent capital grants	2,547	2,545

Non-recurrent - Commonwealth Government

Buildings	160	50
Roads	-	1,492
Bridges	569	-
Kerb and channel	571	-
Footpaths and cycle ways	150	-
Drainage	925	-
Recreation, leisure and community facilities	2,683	160
Economic development and tourism facilities	106	-

**Notes to the Financial Report
For the Year Ended 30 June 2022**

3.4 Funding from other levels of government (cont.)	2022	2021
(b) Capital Grants (cont.)	\$'000	\$'000
<i>Non-recurrent - State Government</i>		
Buildings	5	-
Roads	733	914
Bridges	-	150
Drainage	90	-
Footpaths and cycle ways	-	94
Recreation, leisure and community facilities	1,341	226
Waste management	-	495
Total non-recurrent capital grants	7,333	3,581
Total capital grants	9,880	6,126
(c) Unspent grants received on condition that they be spent in a specific manner		
<i>Operating</i>		
Balance at start of year	948	913
Received during the financial year and remained unspent at balance date	722	440
Received in prior years and spent during the financial year	(686)	(405)
Balance at year end	984	948
<i>Capital</i>		
Balance at start of year	8,908	1,892
Received during the financial year and remained unspent at balance date	2,545	8,513
Received in prior years and spent during the financial year	(5,750)	(1,497)
Balance at year end	5,703	8,908
(d) Recognition of grant income		
<p>Before recognising funding from government grants as revenue the Council assesses whether there is a contract that is enforceable and has sufficiently specific performance obligations in accordance with AASB 15 Revenue from Contracts with Customers. When both these conditions are satisfied, the Council:</p> <ul style="list-style-type: none"> - identifies each performance obligation relating to revenue under the contract/agreement - determines the transaction price - recognises a contract liability for its obligations under the agreement - recognises revenue as it satisfies its performance obligations, at the time or over time when services are rendered. <p>Where the contract is not enforceable and/or does not have sufficiently specific performance obligations, the Council applies AASB 1058 Income for Not-for-Profit Entities.</p>		
<p>Grant revenue with sufficiently specific performance obligations is recognised over time as the performance obligations specified in the underlying agreement are met. Where performance obligations are not sufficiently specific, grants are recognised on the earlier of receipt or when an unconditional right to receipt has been established. Grants relating to capital projects are generally recognised progressively as the capital project is completed. The following table provides a summary of the accounting framework under which grants are recognised.</p>		
Income recognised under AASB 1058 <i>Income of Not-for-Profit Entities</i>		
General purpose	18,002	13,304
Revenue recognised under AASB 15 <i>Revenue from Contracts with Customers</i>		
Specific purpose grants	9,880	6,126
	27,882	19,430

**Notes to the Financial Report
For the Year Ended 30 June 2022**

	2022 \$'000	2021 \$'000
3.5 Contributions		
Monetary	461	379
Non-monetary	3,765	8,485
Total contributions	4,226	8,864
<i>Contributions of non monetary assets were received in relation to the following asset classes.</i>		
Land	2	3
Roads	895	1,056
Kerb and channel	777	983
Bridges	-	4,034
Footpaths and cycle ways	854	1,296
Drainage	1,237	1,113
Total non-monetary contributions	3,765	8,485

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

3.6 Net gain/(loss) on disposal of property, infrastructure, plant and equipment		
Proceeds of sale	131	327
Written down value of assets disposed	(87)	(253)
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	44	74

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

3.7 Other income		
Interest on investments	266	271
Reimbursements and subsidies	179	94
Legal costs recouped	19	1
Energy rebate scheme income	80	100
Sale of recyclables income	236	225
Revaluation of intangible asset (water shares)	300	-
Recognition of assets under Council control	-	325
Water trading income	3	-
Volunteer services	343	282
Other income	81	154
Total other income	1,507	1,452

Interest is recognised as it is earned.

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

Volunteer services is included under AASB 1058 to recognise value of services provided by volunteers to Council.

**Notes to the Financial Report
For the Year Ended 30 June 2022**

Note 4 The cost of delivering services	2022	2021
	\$'000	\$'000
4.1 (a) Employee costs		
Wages and salaries	19,937	18,711
Apprentices and trainees	427	401
External contract employees	20	83
Superannuation	1,855	1,720
WorkCover	294	171
Fringe benefits tax	161	110
Other employee costs	314	204
Total employee costs	23,008	21,400
(b) Superannuation		
Council made contributions to the following funds:		
Accumulation funds		
Employer contributions to Local Authorities Superannuation Fund (Vision Super)	1,239	1,204
Employer contributions - other funds	616	516
Total	1,855	1,720
Employer contributions payable at reporting date.	30	88
Refer to note 9.3 for further information relating to Council's superannuation obligations.		
4.2 Materials and services		
Building and facilities management	1,269	1,139
Community health and safety	825	968
Community services and events	494	440
Council contributions, donations and grants	759	737
Economic development and tourism	1,619	1,707
Engineering design and management	412	422
Environmental management	608	574
Finance and administration	1,281	1,147
Governance	705	771
Information technology	1,496	1,565
Infrastructure and asset management	536	459
Insurance	777	684
Library services	801	814
Parks and gardens	1,237	1,172
Planning and building services	219	99
Plant and fleet management	1,521	1,432
Pools and recreation	1,051	827
Roads, footpaths and drainage	4,091	4,948
Waste management	3,744	4,428
Total materials and services	23,445	24,333

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

**Notes to the Financial Report
For the Year Ended 30 June 2022**

	2022	2021
	\$'000	\$'000
4.3 Depreciation		
Property	1,852	1,820
Plant and equipment	944	842
Infrastructure	8,786	8,483
Total depreciation	11,582	11,145
Refer to note 6.1 for a more detailed breakdown of depreciation charges and accounting policy.		
4.4 Amortisation - Right of use assets		
IT equipment	47	67
Plant	566	679
Total Amortisation - Right of use assets	613	746
4.5 Bad and doubtful debts		
Sundry debtors	3	-
Infringement debtors	18	10
Total bad and doubtful debts	21	10
Movement in provisions for doubtful debts		
Balance at the beginning of the year	68	71
New Provisions recognised during the year	10	-
Amounts already provided for and written off as uncollectible	(11)	-
Amounts provided for but recovered during the year	-	(3)
Balance at end of year	67	68
Provision for doubtful debt is recognised based on an expected loss model. This model considers both historic and forward looking information in determining the level of impairment.		
4.6 Borrowing costs		
Interest - borrowings	47	93
Total borrowing costs	47	93
Borrowing costs are recognised as an expense in the period in which they are incurred.		
4.7 Finance Costs - Leases		
Interest - lease liabilities	94	105
Total finance costs	94	105
4.8 Other expenses		
Auditors' remuneration - VAGO - audit of the financial statements, performance statement and grant acquittals	57	53
Auditors' remuneration - Internal Audit	24	45
Councillors' allowances	332	296
Interest on unwinding of discount on provisions	442	174
Refunds of rates	38	15
Revaluation of intangible asset (water shares)	-	279
Volunteer services	343	282
Other expenses	22	28
Total other expenses	1,258	1,172

Volunteer services is included under AASB 1058 to recognise cost of services provided by volunteers to Council, these would normally be incurred by Council if not performed by volunteers, the expenditure matches the income received in Other income.

**Notes to the Financial Report
For the Year Ended 30 June 2022**

Note 5 Our financial position	2022 \$'000	2021 \$'000
5.1 Financial Assets		
(a) Cash and cash equivalents		
Cash on hand	5	6
Cash at bank	2,927	3,450
Cash at call	5,000	9,000
Total cash and cash equivalents	7,932	12,456
(b) Other financial assets		
Term deposits - current	48,000	36,000
Total other financial assets	48,000	36,000
Total financial assets	55,932	48,456
Councils cash and cash equivalents are subject to external restrictions that limit amounts available for discretionary use. These include:		
- Trust funds and deposits (Note 5.3)	2,557	2,278
Total restricted funds	2,557	2,278
Total unrestricted cash and cash equivalents	5,375	10,178
Intended allocations		
Although not externally restricted the following amounts have been allocated for specific future purposes by Council:		
- Unspent conditional grants received (Note 3.4(c))	6,687	9,856
- Cash held in other reserves (Note 9.1(b))	36,668	35,280
Total funds subject to intended allocations	43,355	45,136
Cash and cash equivalents include cash on hand, deposits at call, and other highly liquid investments with original maturities of three months or less, net of outstanding bank overdrafts.		
Other financial assets are valued at fair value, at balance date. Term deposits are measured at original cost. Any unrealised gains and losses on holdings at balance date are recognised as either a revenue or expense.		
Other financial assets include term deposits and those with original maturity dates of three to 12 months are classified as current, whilst term deposits with maturity dates greater than 12 months are classified as non-current.		
(c) Trade and other receivables		
Current		
<i>Statutory receivables</i>		
Rates debtors	3,047	3,321
Fire services levy debtors	297	312
Infringement debtors	66	73
Provision for doubtful debts - infringement debtors	(64)	(68)
Net GST receivable	240	710
<i>Non-statutory receivables</i>		
Other debtors	600	586
Provision for doubtful debts - other debtors	(3)	-
Total current trade and other receivables	4,183	4,934
Total trade and other receivables	4,183	4,934

Short term receivables are carried at invoice amount. A provision for doubtful debts is recognised when there is objective evidence that an impairment has occurred. Long term receivables are carried at amortised cost using the effective interest rate method.

Notes to the Financial Report For the Year Ended 30 June 2022

5.1 Financial Assets (cont.)	2022	2021
	\$'000	\$'000
(d) Ageing of Receivables		
The ageing of the Council's trade & other receivables (excluding statutory receivables) that are not impaired was:		
Current (not yet due)	463	403
Past due by up to 30 days	53	108
Past due between 31 and 180 days	84	75
Total trade & other receivables	600	586
(e) Ageing of individually impaired Receivables		
At balance date, other debtors representing financial assets with a nominal value of \$Nil (2020/21: Nil) was impaired. The amount of the provision raised against this debtor is \$Nil (2020/21: Nil).		
5.2 Non-financial assets		
(a) Inventories		
Inventories held for distribution	816	899
Total inventories	816	899
Inventories held for distribution are measured at cost, adjusted when applicable for any loss of service potential. Where inventories are acquired for no cost or nominal consideration, they are measured at current replacement cost at the date of acquisition.		
(b) Other assets		
Prepayments	262	215
Accrued income	164	49
Moirra Recreation Committees assets*	497	458
Total other assets	923	722
* Moira Recreation Committees (formerly S86 Committees) are assets held in the name of individual committees on behalf of Council.		
(c) Intangible assets		
Water share entitlements	3,062	2,762
Total intangible assets	3,062	2,762
	Water share entitlements	
Gross carrying amount	\$'000	
Balance at 1 July 2021	2,762	
Fair value adjustment	300	
Balance at 30 June 2022	3,062	

A water share entitlement is an ongoing entitlement to a share of the water available in the Goulburn and Murray water systems. It gives Moira Shire a right to share of water in the dams. Moira Shire's water entitlements were valued as at 30 June 2022 by Wes Ridd (API Member 62427) of Preston Rowe Paterson Shepparton.

**Notes to the Financial Report
For the Year Ended 30 June 2022**

	2022	2021
	\$'000	\$'000
5.3 Payables, trust funds and deposits and unearned income/revenue		
(a) Trade and other payables		
<i>Non-statutory payables</i>		
Trade payables	1,004	1,514
Accrued expenses	1,246	1,326
Total trade and other payables	2,250	2,840
(b) Trust funds and deposits		
Refundable deposits	1,406	1,220
Fire services levy	1,001	931
Retention amounts	150	127
Total trust funds and deposits	2,557	2,278
(c) Unearned income/revenue		
Grants received in advance - operating	163	920
Grants received in advance - capital	5,703	8,908
Rates creditors (rates paid in advance)	739	567
Total unearned income/revenue	6,605	10,395

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

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

Purpose and nature of items

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

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

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

5.4 Interest bearing liabilities

Current

Treasury Corporation of Victoria borrowings - secured	44	-
Other Borrowings - secured	254	629
	298	629

Non-current

Treasury Corporation of Victoria borrowings - secured	512	-
Other Borrowings - secured	-	254
	512	254

Total Interest bearing liabilities	810	883
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Borrowings are secured by a lien on Council rate revenue.

Notes to the Financial Report For the Year Ended 30 June 2022

	2022	2021
	\$'000	\$'000
5.4 Interest bearing liabilities (cont.)		
(a) The maturity profile for Council's borrowings is:		
Not later than one year	298	629
Later than one year and not later than five years	251	254
Later than five years	261	-
Total Interest bearing liabilities	810	883

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

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

5.5 Provisions

	Employee	Landfill restoration	Total
	\$'000	\$'000	\$'000
2022			
Balance at beginning of the financial year	4,375	11,965	16,340
Additional provisions	1,584	-	1,584
Amounts used	(587)	-	(587)
Provision revalue	-	(938)	(938)
Change in the discounted amount arising because of time and the effect of any change in the discount rate	-	442	442
Balance at the end of the financial year	5,372	11,469	16,841
2021			
Balance at beginning of the financial year	3,960	11,649	15,609
Additional provisions	603	142	745
Amounts used	(188)	-	(188)
Change in the discounted amount arising because of time and the effect of any change in the discount rate	-	174	174
Balance at the end of the financial year	4,375	11,965	16,340
	2022		2021
	\$'000		\$'000
(a) Employee provisions			
Current provisions expected to be wholly settled within 12 months			
Annual leave	1,330		1,240
Annual leave loading	115		123
Rostered days off	190		170
Long service leave	2,921		2,694
	4,556		4,227
Current provisions expected to be wholly settled after 12 months			
Annual leave	506		5
	506		5
Total current employee provisions	5,062		4,232

**Notes to the Financial Report
For the Year Ended 30 June 2022**

	2022	2021
	\$'000	\$'000
5.5 Provisions (cont.)		
(a) Employee provisions (cont.)		
Non-current		
Long service leave	310	143
Total non-current employee provisions	<u>310</u>	<u>143</u>
Aggregate carrying amount of employee provisions:		
Current	5,062	4,232
Non-current	310	143
Total aggregate carrying amount of employee provisions	<u>5,372</u>	<u>4,375</u>

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

Annual leave

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

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

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

Long service leave

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

	2022	2021
	%	%
Key assumptions:		
- discount rate	3.693	1.491
- wage inflation rate	3.850	2.950
(b) Landfill restoration		
Current	588	191
Non-current	10,881	11,774
Total aggregate carrying amount of landfill restoration provision	<u>11,469</u>	<u>11,965</u>

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

	2022	2021
	%	%
Key assumptions:		
- discount rate	3.693	1.491
- inflation rate (RBA forecast)	2.900	2.950

**Notes to the Financial Report
For the Year Ended 30 June 2022**

5.5 Provisions (cont.)	2022 \$'000	2021 \$'000
Total Provisions		
Current		
Employee	5,062	4,232
Landfill restoration	588	191
Total current provisions	5,650	4,423
Non-current		
Employee	310	143
Landfill restoration	10,881	11,774
Total non-current provisions	11,191	11,917
Total provisions	16,841	16,340

5.6 Financing arrangements

The Council has the following funding arrangements in place as at 30 June 2022.

Credit card facilities	127	131
Fixed rate loan facilities	810	883
Total facilities	937	1,014
Used facilities	836	906
Unused facilities	101	108

Council does not have an overdraft facility.

5.7 Commitments

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

2022	Not later than 1 year	Later than 1 year and not later than 2 years	Later than 2 years and not later than 5 years	Later than 5 years	Total
	\$'000	\$'000	\$'000	\$'000	\$'000
Operating					
Garbage, recycling and organic waste collection and landfill management	3,618	2,988	5,070	-	11,676
Computers and telecommunications	720	738	1,639	-	3,097
Maintenance and security of Council buildings	327	335	429	-	1,091
Cleaning of Council buildings	256	-	-	-	256
Environmental management	672	637	2,008	479	3,796
Recreation facilities management	1,026	1,051	3,315	1,161	6,553
Other services	513	224	158	-	895
Total	7,132	5,973	12,619	1,640	27,364
Capital					
Building design and construction	9,307	-	-	-	9,307
Roads	3,588	2,464	1,692	-	7,744
Plant and equipment	379	-	-	-	379
Total	13,274	2,464	1,692	-	17,430

**Notes to the Financial Report
For the Year Ended 30 June 2022**

5.7 Commitments (cont.)

2021	Not later than 1 year	Later than 1 year and not later than 2 years	Later than 2 years and not later than 5 years	Later than 5 years	Total
	\$'000	\$'000	\$'000	\$'000	\$'000
Operating					
Garbage, recycling and organic waste collection and landfill management	3,314	2,446	6,372	717	12,849
Computers and telecommunications	860	677	1,980	208	3,725
Maintenance and security of Council buildings	166	168	346	-	680
Cleaning of Council buildings	191	193	-	-	384
Environmental management	610	536	1,556	953	3,655
Recreation facilities management	753	760	2,327	1,574	5,414
Other services	523	390	293	-	1,206
Total	6,417	5,170	12,874	3,452	27,913
Capital					
Building design and construction	2,864	-	-	-	2,864
Roads	5,016	3,176	5,076	-	13,268
Plant and equipment	121	-	-	-	121
Total	8,001	3,176	5,076	-	16,253

5.8 Leases

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

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

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

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

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

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

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

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

- Fixed payments;

Notes to the Financial Report For the Year Ended 30 June 2022

5.8 Leases (cont.)

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

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

Council has elected to apply the temporary option available under AASB 16 Leases which allows not-for-profit entities to not measure right-of-use assets at initial recognition at fair value in respect of leases that have significantly below-market terms.

Right-of-Use Assets	Plant \$'000	IT Equipment \$'000	Total \$'000
Balance at 1 July 2021	1,836	132	1,968
Additions	1,205	61	1,266
Transfer to non-current assets	(253)	-	(253)
Amortisation charge	(566)	(47)	(613)
Balance at 30 June 2022	2,222	146	2,368

Lease Liabilities	2022 \$'000	2021 \$'000
Maturity analysis - contractual undiscounted cash flows	604	691
Less than one year	2,057	1,312
One to five years	-	235
More than five years	-	-
Total undiscounted lease liabilities as at 30 June 2022:	2,661	2,238

Lease liabilities included in the Balance Sheet at 30 June 2022:

Current	515	609
Non-current	1,926	1,421
Total lease liabilities	2,441	2,030

Short-term and low value leases

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

Expenses relating to:	2022 \$'000	2021 \$'000
Short-term leases *	121	-
Leases of low value assets	231	117
Total	352	117

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

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

Within one year	106	19
Later than one year but not later than five years	125	98
Total lease commitments	231	117

* Short-term leases in 2021/22 were due to operational requirement to lease plant on a short term basis whilst experiencing delays in purchasing replacement plant.

**Notes to the Financial Report
For the Year Ended 30 June 2022**

Note 6 Assets we manage

6.1 Property, infrastructure, plant and equipment

Summary of property, infrastructure, plant and equipment

	Carrying amount 30 June 2021	Carrying amount 30 June 2022	Disposal	Write-offs	Transfers	Depreciation	Carrying amount 30 June 2022
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Property	181,175	2,115					183,569
Plant and Equipment	4,635	914	(25)		1,109	(1,852)	4,543
Infrastructure	411,473	11,380	(62)			(944)	418,000
Work in progress	3,980	1,790		(248)	(2,006)	(8,786)	3,516
Total	601,263	16,199	(87)	(248)	-	(11,582)	609,628

Summary of Work in Progress

	Opening WIP	Additions	Transfers	Write Offs	Closing WIP
	\$'000	\$'000	\$'000	\$'000	\$'000
Property	1,588	752	(1,109)	-	1,231
Plant and Equipment	-	65	-	-	65
Infrastructure	2,392	973	(897)	(248)	2,220
Total	3,980	1,790	(2,006)	(248)	3,516

**Notes to the Financial Report
For the Year Ended 30 June 2022**

6.1 Property, infrastructure, plant and equipment (cont.)

(a) Property

	Land - specialised \$'000	Land - non specialised \$'000	Land improvements \$'000	Total Land \$'000	Buildings - non specialised \$'000	Total Buildings \$'000	Work In Progress \$'000	Total Property \$'000
At fair value 1 July 2021	7,666	91,034	94	98,794	154,336	154,336	1,588	254,718
Accumulated depreciation at 1 July 2021	-	-	(42)	(42)	(71,913)	(71,913)	-	(71,955)
	7,666	91,034	52	98,752	82,423	82,423	1,588	182,763
Movements in fair value								
Additions	-	-	-	-	2,115	2,115	752	2,867
Contributions	2	-	-	2	-	-	-	2
Revaluation*	2,927	(1,712)	-	1,215	(694)	(694)	-	521
Disposal	-	(25)	-	(25)	-	-	-	(25)
Write-offs	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	1,109	1,109	(1,109)	-
	2,929	(1,737)	-	1,192	2,530	2,530	(357)	3,365
Movements in accumulated depreciation								
Depreciation charge	-	-	(4)	(4)	(1,848)	(1,848)	-	(1,852)
Revaluation*	-	-	-	-	524	524	-	524
Transfers	-	-	-	-	-	-	-	-
	-	-	(4)	(4)	(1,324)	(1,324)	-	(1,328)
At fair value 30 June 2022	10,595	89,297	94	99,986	156,866	156,866	1,231	258,083
Accumulated depreciation at 30 June 2022	-	-	(46)	(46)	(73,237)	(73,237)	-	(73,283)
Carrying amount	10,595	89,297	48	99,940	83,629	83,629	1,231	184,800

*Revaluation includes charges against the Asset Revaluation Reserve by asset class for disposal of some assets.

**Notes to the Financial Report
For the Year Ended 30 June 2022**

**6.1 Property, infrastructure, plant and equipment (cont.)
(b) Plant and Equipment**

	Plant machinery and equipment	Fixtures fittings and furniture	Computers and Telecom- munications	Total plant and equipment (excl. WIP)	Work In Progress	Total plant and equipment
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
At fair value 1 July 2021	7,127	151	314	7,592	-	7,592
Accumulated depreciation at 1 July 2021	(2,744)	(69)	(144)	(2,957)	-	(2,957)
	4,383	82	170	4,635	-	4,635
Movements in fair value						
Additions	905	9	-	914	65	979
Disposal	(111)	-	-	(111)	-	(111)
Transfers	-	21	(21)	-	-	-
	794	30	(21)	803	65	868
Movements in accumulated depreciation						
Depreciation charge	(885)	(16)	(43)	(944)	-	(944)
Disposal	49	-	-	49	-	49
Transfers	-	(10)	10	-	-	-
	(836)	(26)	(33)	(895)	-	(895)
At fair value 30 June 2022	7,921	181	293	8,395	65	8,460
Accumulated depreciation at 30 June 2022	(3,580)	(95)	(177)	(3,852)	-	(3,852)
Carrying amount	4,341	86	116	4,543	65	4,608

**Notes to the Financial Report
For the Year Ended 30 June 2022**

6.1 Property, infrastructure, plant and equipment (cont.)

(c) Infrastructure

	Roads	Bridges	Kerb and Footpaths and Channel	Cycleways	Drainage	Recreational, leisure and community facilities	Waste Management	Aerodromes	Other infrastructure
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
At fair value 1 July 2021	277,596	43,590	70,994	33,003	76,614	17,519	21,056	537	12,825
Accumulated depreciation at 1 July 2021	(57,731)	(14,591)	(16,654)	(6,986)	(23,869)	(6,806)	(11,056)	(146)	(4,422)
	219,865	28,999	54,340	26,017	52,745	10,713	10,000	391	8,403
Movements in fair value									
Additions	3,935	1,246	529	1,680	2,398	1,033	-	-	559
Contributions	895	-	777	854	1,237	-	-	-	-
Revaluation*	(332)	(985)	-	(65)	(106)	(231)	-	-	-
Transfers	2	57	3	44	239	516	-	-	36
	4,500	318	1,309	2,513	3,768	1,318	-	-	595
Movements in accumulated depreciation									
Depreciation charge	(4,694)	(329)	(956)	(678)	(840)	(529)	(483)	(17)	(260)
Revaluation*	-	738	-	24	53	177	-	-	-
	(4,694)	409	(956)	(654)	(787)	(352)	(483)	(17)	(260)
At fair value 30 June 2022	282,096	43,908	72,303	35,516	80,382	18,837	21,056	537	13,420
Accumulated depreciation at 30 June 2022	(62,425)	(14,182)	(17,610)	(7,640)	(24,656)	(7,158)	(11,539)	(163)	(4,682)
Carrying amount	219,671	29,726	54,693	27,876	55,726	11,679	9,517	374	8,738

*Revaluation includes charges against the Asset Revaluation Reserve by asset class for disposal of some assets.

*Waste Management asset category includes landfill assets (which are subject to rehabilitation) with a written down value of \$7.7m.

**Notes to the Financial Report
For the Year Ended 30 June 2022**

**6.1 Property, infrastructure, plant and equipment (cont.)
(c) Infrastructure (cont.)**

	Total Infrastructure (excl. WIP)	Work In Progress	Total Infrastructure
	\$'000	\$'000	\$'000
At fair value 1 July 2021	553,734	2,392	556,126
Accumulated depreciation at 1 July 2021	(142,261)	-	(142,261)
	<u>411,473</u>	<u>2,392</u>	<u>413,865</u>
Movements in fair value			
Additions	11,380	973	12,353
Contributions	3,763	-	3,763
Revaluation	(1,719)	-	(1,719)
Transfers	897	(1,145)	(248)
	<u>14,321</u>	<u>-</u>	<u>14,149</u>
Movements in accumulated depreciation			
Depreciation charge	(8,786)	-	(8,786)
Revaluation	992	-	992
	<u>(7,794)</u>	<u>-</u>	<u>(7,794)</u>
At fair value 30 June 2022	<u>568,055</u>	<u>2,220</u>	<u>570,275</u>
Accumulated depreciation at 30 June 2022	<u>(150,055)</u>	<u>-</u>	<u>(150,055)</u>
Carrying amount	<u>418,000</u>	<u>2,220</u>	<u>420,220</u>

Notes to the Financial Report For the Year Ended 30 June 2022

6.1 Property, infrastructure, plant and equipment (cont.)

Acquisition

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

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

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

Asset recognition thresholds and depreciation periods

	Depreciation Period	Threshold Limit \$'000
Property		
Land		
- Land	-	10.0
- Land under roads	-	2.0
Land improvements	10 to 100 years	5.0
Buildings	65 to 90 years	5.0
Plant and Equipment		
Plant, machinery and equipment	7 years	2.5
Fixtures, fittings and furniture	7 to 25 years	2.0
Infrastructure		
Sealed roads		
- road seals	19 years	5.0
- road pavement	25 to 80 years	5.0
Unsealed roads		
- road pavement	15 to 25 years	5.0
Laneways		
- concrete	100 years	5.0
- bitumen	18 years	5.0
Bridges		
- timber	80 years	5.0
- steel and concrete	150 years	5.0
Footpaths and cycle ways		
- concrete	60 years	5.0
- gravel	20 years	5.0
- bitumen	30 years	5.0
- brick	40 years	5.0
Drainage		
- main drains	50 to 100 years	5.0
- culverts and flood ways	100 years	5.0
- pumps	30 years	5.0

Notes to the Financial Report For the Year Ended 30 June 2022

6.1 Property, infrastructure, plant and equipment (cont.)

Asset recognition thresholds and depreciation periods (cont.)

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

Land under roads

Council recognises land under roads it controls at fair value.

Depreciation

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

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

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

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

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

Repairs and maintenance

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

Valuation of Property, Infrastructure, Plant and Equipment

No significant judgements made in connection with the measurement basis of property, plant and equipment and infrastructure had uncertainties inherent in the COVID-19 environment.

Valuation of land and buildings

Land assets were valued by Marcus Hann (AAPI) of LG Valuation Services Pty Ltd as at 30 June 2020. The valuation of land is at fair value being market value based on highest and best use permitted by relevant land planning provisions. The valuation process involved an inspection of each asset to identify and value each property's fair value. Valuation of land assets is due again in 2022/23.

Land under Roads were valued as at 30 June 2022 by Mr David Bishop, Team Leader - Assets, in accordance with the "Englobo Method" of calculation provided in the Department of Planning and Community Development Circular 15/11. The Englobo Method of valuation of land under roads is a calculation based on the area of the unimproved value of all land within the municipality discounted by 90% multiplied by the area of land under roads. The value of land under roads will be re-calculated every year.

Notes to the Financial Report For the Year Ended 30 June 2022

6.1 Property, infrastructure, plant and equipment (cont.)

Valuation of land and buildings (cont.)

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

Buildings were valued as at 30 June 2020 by LG Valuation Services in accordance with AASB 13 and AASB 116 as a component of the valuation works to be provided under Moira Shire Council contract C038/16. The valuation of land and buildings is based on the condition of the assets, multiply sqm by the replacement rate taking into consideration the asset effective life and depreciation. Buildings will be re-valued again in 2022/23.

Details of the Council's land and buildings and information about the fair value hierarchy as at 30 June 2022 are as follows:

	Level 1 \$'000	Level 2 \$'000	Level 3 \$'000	Date of Valuation
Land - specialised	-	-	10,595	06/2022
Land - non specialised	-	-	89,297	06/2020
Land improvements	-	-	48	06/2020
Buildings - non specialised	-	-	83,629	06/2020
Total	-	-	183,569	

Valuation of infrastructure

Roads were valued as at 30 June 2020 based on a condition assessment conducted by Shepherd Services and Council's engineering staff. A unit rate and effective life review conducted by a team of in-house professional staff, under the direction of Mr Graham Henderson, Manager Construction and Assets. The basis of the valuation was current replacement cost. Roads will be revalued again in 2022/23.

Kerb and Channel were valued as at 30 June 2020 based on a condition assessment conducted by Shepherd Services and by Council's qualified engineering staff. A unit rate and effective life review conducted by a team of in-house professional staff, under the direction of Mr Graham Henderson, Manager Construction and Assets. The valuation is at fair value based on replacement costs less accumulated depreciation as at the date of valuation and is due again in 2023/24.

Bridges were valued as at 30 June 2021 based on condition assessment conducted by Mr Len Soule, Assets Technical Officer and Mr Rick Devlin, Manager Operations who both hold a Level 2 Bridge Inspection Certificate. Valuation is a fair value based on replacement cost less accumulated depreciation and is due next in 2024/25.

Footpaths were valued as at 30 June 2020 based on a condition assessment conducted by Shepherd Services and by Council's qualified engineering staff. A unit rate and effective life review was conducted by a team of in-house professional staff, under the direction of Mr Graham Henderson, Manager Construction and Assets. The valuation is at fair value based on replacement costs less accumulated depreciation as at the date of valuation and is due again in 2023/24.

Drainage assets were valued as at 30 June 2019 by Council's qualified engineering staff. The valuation is at fair value based on replacement costs less accumulated depreciation as at the date of valuation and is due again in 2022/23.

Recreational, leisure and community facilities (playground equipment) were valued as at 30 June 2022 by asset management staff following playground condition assessment inspections carried out by Hutchinson Parks Services, experienced consultants in this field. The basis of the valuation was based on the condition of the assets, multiplied by the replacement rate taking into consideration the asset's effective life and depreciation.

Notes to the Financial Report For the Year Ended 30 June 2022

6.1 Property, infrastructure, plant and equipment (cont.)

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

Details of the Council's infrastructure and information about the fair value hierarchy as at 30 June 2022 are as follows:

	Level 1 \$'000	Level 2 \$'000	Level 3 \$'000	Date of Valuation
Roads	-	-	219,671	06/2020
Bridges	-	-	29,726	06/2021
Kerb and channel	-	-	54,693	06/2020
Footpaths and cycle ways	-	-	27,876	06/2020
Drainage	-	-	55,726	06/2019
Recreational, leisure and community facilities	-	-	11,679	06/2022
Waste Management	-	-	9,517	06/2020
Aerodrome	-	-	374	06/2020
Other Infrastructure	-	-	8,738	06/2017
Total	-	-	418,000	

Description of significant unobservable inputs into level 3 valuations.

Specialised land and land under roads is valued using a market based direct comparison technique. Significant unobservable inputs include the extent and impact of restriction of use and the market cost of land per square metre. The extent and impact of restrictions on use varies and results in a reduction to surrounding land values between 5% and 95%. The market value of land varies significantly depending on the location of the land and the current market conditions. Currently land values range between \$1 and \$4,400 per square metre.

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

	2022 \$'000	2021 \$'000
Reconciliation of specialised land		
Land under roads	10,595	7,666
Total specialised land	10,595	7,666

**Notes to the Financial Report
For the Year Ended 30 June 2022**

6.2 Investments in associates and joint arrangements	2022	2021
	\$'000	\$'000
(a) Investments in associates		
- Goulburn Valley Regional Library Corporation	873	752

Goulburn Valley Regional Library Corporation

Background

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

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

Fair value of Council's investment in Goulburn Valley Regional Library Corporation	873	752
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Council's share of accumulated surplus/(deficit)

Council's share of accumulated surplus(deficit) at start of year	(87)	(159)
Reported surplus(deficit) for year	121	72
Council's share of accumulated surplus(deficit) at end of year	34	(87)

Council's share of reserves

Council's share of reserves at start of year	839	839
Transfers (to) from reserves	-	-
Council's share of reserves at end of year	839	839

Movement in carrying value of specific investment

Carrying value of investment at start of year	752	680
Share of surplus(deficit) for year	121	72
Carrying value of investment at end of year	873	752

Council' share of expenditure commitments

Operating commitments	15	28
Council share of expenditure commitments	15	28

(b) Joint Arrangement

- Creekside Estate Nathalia - Joint Venture	583	418
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Creekside Estate Nathalia - Joint Venture

Background

This is a joint venture between Moira Shire Council and Northern Victoria Finances Limited to develop land in Nathalia into a 23 lot residential estate. Moira Shire Council has a 50% share of the joint venture.

Fair value of Council's investment in Creekside Estate Nathalia - Joint Venture	583	418
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Council's share of accumulated surplus/(deficit)

Council's share of accumulated surplus(deficit) at start of year	(72)	(64)
Reported surplus(deficit) for year	165	(8)
Council's share of accumulated surplus(deficit) at end of year	93	(72)

**Notes to the Financial Report
For the Year Ended 30 June 2022**

6.2 Investments in associates and joint arrangements (cont.)

Creekside Estate Nathalia - Joint Venture (cont.)

Movement in carrying value of specific investment

Carrying value of investment at start of year	418	426
Share of surplus(deficit) for year	165	(8)
Carrying value of investment at end of year	583	418

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

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

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

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

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

(c) Community Asset Committees

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

**Notes to the Financial Report
For the Year Ended 30 June 2022**

Note 7 People and relationships	2022	2021
	No.	No.
7.1 Council and key management remuneration		
(a) Related Parties		
<i>Parent entity</i>		
Moira Shire Council is the parent entity.		
<i>Subsidiaries and Associates</i>		
Interests in subsidiaries and associates are detailed in Note 6.2.		
(b) Key Management Personnel		
Key management personnel (KMP) are those people with the authority and responsibility for planning, directing and controlling the activities of Moira Shire Council. The Councillors, Chief Executive Officer and Executive Directors are deemed KMP.		
Councillors		
Councillor Libro Mustica (Mayor) (1 July 2021 to 30 June 2022)		
Councillor Julie Brooks (1 July 2021 to 30 June 2022)		
Councillor Ed Cox (1 July 2021 to 30 June 2022)		
Councillor Peter Elliott (1 July 2021 to 30 June 2022)		
Councillor Peter Lawless (1 July 2021 to 30 June 2022)		
Councillor Wayne Limbrick (1 July 2021 to 30 June 2022)		
Councillor Peter Mansfield (1 July 2021 to 30 June 2022)		
Councillor Judy Heather (15 December 2021 to 30 June 2022)		
Councillor John Beitzel (27 January 2022 to 30 June 2022)		
Councillor Kevin Bourke (1 July 2021 to 10 November 2021)		
Councillor Marie Martin (1 July 2021 to 24 November 2021)		
Executive Officers		
Chief Executive Officer (Retired 1 July 2021)		
Chief Executive Officer (1 July 2021 - 30 June 2022)		
General Manager - Infrastructure (1 July 2021 to 6 January 2022)		
Director Infrastructure Services (17 Jan 2022 to 30 June 2022)		
General Manager - Corporate (1 July 2021 to 31 January 2022)		
Acting General Manager - Corporate (1 February 2022 to 10 March 2022), and		
Director Corporate, Governance and Performance (11 March 2022 to 30 June 2022)		
General Manager - Sustainability / Director Sustainable Communities (1 July 2021 to 30 June 2022)		
Chief Financial Officer (19 April 2022 to 30 June 2022)		
Total Number of Councillors	11	13
Chief Executive Officer and other Key Management Personnel	8	6
Total Key Management Personnel	<u>19</u>	<u>19</u>
(c) Remuneration of Key Management Personnel	2022	2021
	\$'000	\$'000
Total remuneration of key management personnel was as follows:		
Short-term benefits	1,254	1,103
Post-employment benefits	122	100
Other Long-term benefits	15	66
Termination benefits	139	-
Total	<u>1,530</u>	<u>1,269</u>

**Notes to the Financial Report
For the Year Ended 30 June 2022**

7.1 Council and key management remuneration (cont.)

(c) Remuneration of Key Management Personnel (cont.)

The numbers of key management personnel whose total remuneration from Council fall within the following bands:

	2022	2021
Income Range:	No.	No.
\$1 - \$9,999	1	5
\$10,000 - \$19,999	4	2
\$20,000 - \$29,999	3	6
\$30,000 - \$39,999	3	1
\$60,000 - \$69,999	1	-
\$80,000 - \$89,999	-	1
\$90,000 - \$99,999	2	-
\$130,000 - \$139,999	1	-
\$170,000 - \$179,999	1	-
\$190,000 - \$199,999	-	2
\$200,000 - \$209,999	1	1
\$230,000 - \$239,999	1	-
\$280,000 - \$289,999	1	-
\$320,000 - \$329,999	-	1
	19	19

(d) Senior Officer Remuneration

A Senior Officer is an officer of Council, other than Key Management Personnel, who:

- a) has management responsibilities and reports directly to the Chief Executive; or
- b) whose total annual remuneration exceeds \$151,000.

The number of Senior Officers are shown below in their relevant income bands:

	2022	2021
Income Range:	No.	No.
Less than \$151,000	1	-
\$151,001 - \$159,999	3	2
\$160,000 - \$169,999	4	2
\$180,000 - \$189,999	1	1
\$200,000 - \$209,999	1	-
	10	5
	\$'000	\$'000
Total Remuneration for the reporting year for Senior Officers included above, amounted to:	1,519	812

7.2 Related party disclosure

(a) Transactions with related parties

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

	2022	2021
	\$'000	\$'000
(i) Fees and charges charged to entities controlled by key management personnel	38	-
(ii) Employee expenses for close family members of key management personnel	114	89
(iii) Purchase of materials and services from associates of key management personnel	66	8
(iv) Purchase of materials and services from entities controlled by key management personnel	20	18

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

(ii) All close family members of key management personnel were employed through an arm's length process. They are paid in accordance with the Award for the job they perform. Council employs 240 staff of which only two are close family members of key management personnel.

Notes to the Financial Report For the Year Ended 30 June 2022

7.2 Related party disclosure (cont.)

(a) Transactions with related parties (cont.)

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

- (1) Sand and gravel supplies
- (2) Hardware and general supplies
- (3) General public entertainment

As at 30 June 2022 there were no amounts owed by Council to the company.

(iv) Council purchased the following material and services from entities that are controlled by members of key management personnel. All purchases were at arm's length and were in the normal course of Council operations:

- (1) Plumber's and general supplies
- (2) Accommodation

As at 30 June 2022 there were no amounts owed by Council to the company.

	2022	2021
	\$'000	\$'000
(b) Outstanding balances with related parties		
The following balances are outstanding at the end of the reporting period in relation to transactions with related parties.		
(i) Fees and charges charged to entities controlled by key management personnel	3	-
(ii) Employee expenses for close family members of key management personnel	1	6

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

(c) Loans to/from related parties

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

(d) Commitments to/from related parties

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

- (1) Moira Shire is committed to paying the annual contributions to Goulburn Valley Regional Library Corporation, and the provision of library facilities at four locations.

Notes to the Financial Report For the Year Ended 30 June 2022

Note 8 Managing uncertainties

8.1 Contingent assets and liabilities

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

(a) Contingent assets

Developer contributions expected to be received in 2022/23 in respect of property subdivisions currently under development total \$500,000 (2021/22 \$3,765,244).

(b) Contingent liabilities

Bank guarantees

Council has a bank guarantee of \$697,500 (2020/21 \$697,500).

Superannuation

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

Future superannuation contributions

In addition to the disclosed contributions, Moira Shire has not paid any unfunded liability payments to Vision Super during the 2021/22 year (2020/21 \$Nil). There were no contributions outstanding and no loans issued from or to the above schemes as at 30 June 2022.

The expected contributions to be paid to the Defined Benefit category of Vision Super for the year ending 30 June 2023 is \$Nil.

Liability Mutual Insurance

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

8.2 Change in accounting standards

Certain new Australian Accounting Standards and interpretations have been published that are not mandatory for the 30 June 2022 reporting period. Council assesses the impact of these new standards. As at 30 June 2022 there were no new accounting standards or interpretations issued by the AASB which are applicable for the year ending 30 June 2023 that are expected to impact Council.

8.3 Financial instruments

(a) Objectives and policies

The Council's principal financial instruments comprise cash assets, term deposits, receivables (excluding statutory receivables), payables (excluding statutory payables) and bank and/or TCV borrowings. Details of the significant accounting policies and methods adopted, including the criteria for recognition, the basis of measurement and the basis on which income and expenses are recognised, in respect of each class of financial asset, financial liability and equity instrument is disclosed in the Notes of the financial statements. Risk management is carried out by senior management under policies approved by the Council. These policies include identification and analysis of the risk exposure to Council and appropriate procedures, controls and risk minimisation.

Notes to the Financial Report For the Year Ended 30 June 2022

8.3 Financial instruments (cont.)

(b) Market risk

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

Interest rate risk

Interest rate risk refers to the risk that the value of a financial instrument or cash flows associated with the instrument will fluctuate due to changes in market interest rates. Council's interest rate liability risk arises primarily from long term loans and borrowings at fixed rates which exposes council to fair value interest rate risk. Council does not hold any interest bearing financial instruments that are measured at fair value, and therefore has no exposure to fair value interest rate risk. Cash flow interest rate risk is the risk that the future cash flows of a financial instrument will fluctuate because of changes in market interest rates. Council has minimal exposure to cash flow interest rate risk through its cash and deposits that are at floating rates.

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

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

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

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

(c) Credit risk

Credit risk is the risk that a contracting entity will not complete its obligations under a financial instrument and cause Council to make a financial loss. Council have exposure to credit risk on some financial assets included in the balance sheet.

Particularly significant areas of credit risk exist in relation to outstanding fees and fines as well as receivables from sporting clubs and associations. To help manage this risk:

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

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

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

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

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

(d) Liquidity risk

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

Notes to the Financial Report For the Year Ended 30 June 2022

8.3 Financial instruments (cont.)

(d) Liquidity risk (cont.)

To help reduce these risks Council:

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

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

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

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

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

(e) Sensitivity disclosure analysis

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

- A parallel shift of +2.5 % and -0.35 % in market interest rates (AUD) from year-end rates of 0.85%.

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

8.4 Fair value measurement

Fair value hierarchy

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

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

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

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

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

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

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

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

Notes to the Financial Report For the Year Ended 30 June 2022

8.4 Fair value measurement (cont.)

Revaluation

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

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

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

Impairment of assets

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

8.5 Events occurring after balance date

Moira Shire Council has been impacted by the Victorian Floods commencing 6 October 2022. The Victorian State Government has confirmed that Council has been included in the notification to the Commonwealth for the Victorian Floods. The Federal Government has provided advice that this disaster has been given the Australian Government Reference Number (AGRN) 1037 under the Disaster Recovery Funding Arrangements (DRFA). This provides funding to Council for the provision of emergency response and recovery assistance to the community and emergency work and immediate reconstruction works on public assets.

At the time of certification of the financial statements flood impact assessments are yet to be completed. Council is therefore currently unable to accurately measure the financial impact on Council owned assets.

**Notes to the Financial Report
For the Year Ended 30 June 2022**

Note 9 Other matters

9.1 Reserves

(a) Asset revaluation reserves

	Balance at beginning of reporting period \$'000	Increment (decrement) \$'000	Balance at end of reporting period \$'000
2022			
Property			
Land	45,083	(1,712)	43,371
Land under roads	1,740	2,927	4,667
Land Improvements	13,731	-	13,731
Buildings	58,467	(170)	58,297
	<u>119,021</u>	<u>1,045</u>	<u>120,066</u>
Infrastructure			
Roads	166,188	(331)	165,857
Bridges	20,870	(247)	20,623
Kerb and channel	21,976	-	21,976
Footpaths and cycle ways	30,768	(42)	30,726
Drainage	32,597	(53)	32,544
Recreational, leisure and community facilities	1,803	(54)	1,749
Other infrastructure	1,077	-	1,077
	<u>275,279</u>	<u>(727)</u>	<u>274,552</u>
Total asset revaluation reserves	<u>394,300</u>	<u>318</u>	<u>394,618</u>
2021			
Property			
Land	45,083	-	45,083
Land under roads	3	1,737	1,740
Land Improvements	13,731	-	13,731
Buildings	58,545	(78)	58,467
	<u>117,362</u>	<u>1,659</u>	<u>119,021</u>
Infrastructure			
Roads	166,278	(90)	166,188
Bridges	16,240	4,630	20,870
Kerb and channel	21,994	(18)	21,976
Footpaths and cycle ways	30,805	(37)	30,768
Drainage	32,632	(35)	32,597
Recreational, leisure and community facilities	1,884	(81)	1,803
Other infrastructure	3,144	(2,067)	1,077
	<u>272,977</u>	<u>2,302</u>	<u>275,279</u>
Total asset revaluation reserves	<u>390,339</u>	<u>3,961</u>	<u>394,300</u>

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

**Notes to the Financial Report
For the Year Ended 30 June 2022**

9.1 Reserves (cont.)

(b) Other reserves

	Balance at beginning of reporting period	Transfer from accumulated surplus	Transfer to accumulated surplus	Balance at end of reporting period
	\$'000	\$'000	\$'000	\$'000
2022				
Recreational open space reserve	867	166	-	1,033
Car parking reserve	140	-	-	140
Net gain native vegetation reserve	165	-	(22)	143
Botts Road - MV Highway intersection reserve	276	-	-	276
Yarrawonga Wetlands drainage reserve	100	-	-	100
Yarrawonga Five Ways intersection reserve	-	46	-	46
Capital works carried forward reserve	33,732	1,198	-	34,930
Total Other reserves	35,280	1,410	(22)	36,668
2021				
Recreational open space reserve	803	64	-	867
Car parking reserve	140	-	-	140
Net gain native vegetation reserve	106	62	(3)	165
Botts Road - MV Highway intersection reserve	247	29	-	276
Yarrawonga Wetlands drainage reserve	100	-	-	100
Capital works carried forward reserve	19,524	20,565	(6,357)	33,732
Total Other reserves	20,920	20,720	(6,360)	35,280

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

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

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

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

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

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

Capital works carried forward reserve represents funds allocated for capital works not completed as at the end of the 2021/22 financial year.

**Notes to the Financial Report
For the Year Ended 30 June 2022**

9.2 Reconciliation of cash flows from operating activities to surplus/(deficit)	2022	2021
	\$'000	\$'000
Surplus / (deficit) for the year	19,138	14,152
Depreciation/amortisation	12,195	11,891
Profit / (Loss) on disposal of property, infrastructure, plant and equipment	(44)	(74)
Contributions - Non-monetary assets	(3,765)	(8,485)
Share of net profit / (loss) of investments in associates	(286)	(64)
Prior year capital works expensed	248	645
Fair value adjustment of intangible asset	300	279
Net value of previously unrecognised assets	-	(286)
Finance costs - Borrowings	47	93
Finance costs - Leases	94	105
Bad debts	21	10
Change in assets and liabilities:		
(Increase)/decrease in trade and other receivables	266	330
(Increase)/decrease in prepayments	(47)	(15)
(Increase)/decrease in accrued income	(115)	139
(Increase)/decrease in inventories	83	85
Increase/(decrease) in trade and other payables	507	(941)
Increase/(decrease) in other liabilities	(696)	(142)
Increase/(decrease) in unearned income /revenue	(3,962)	7,041
Increase/(decrease) in provisions	503	730
Net cash provided by / (used in) operating activities	24,487	25,494

Notes to the Financial Report For the Year Ended 30 June 2022

9.3 Superannuation

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

Accumulation

The funds accumulation category, Vision MySuper/Vision Super Saver, receives both employer and employee contributions on a progressive basis. Employer contributions are normally based on a fixed percentage of employee earnings (for the year ended 30 June 2022, this was 10.0% as required under Superannuation Guarantee (SG) legislation (2021: 9.5%)).

Defined Benefit

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

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

Funding arrangements

Council makes employer contributions to the Defined Benefit category of the Fund at rates determined by the Trustee on the advice of the Fund Actuary.

As at 30 June 2021, an interim actuarial investigation was held as the Fund provides lifetime pensions in the Defined Benefit

The vested benefit index (VBI) of the Defined Benefit category of which Council is a contributing employer was 109.8%. The financial assumptions used to calculate the VBI were:

- Net investment returns 4.75% pa
- Salary information 2.75%
- Price inflation (CPI) 2.25% pa.

As at 30 June 2022, an interim actuarial investigation was underway as the Fund provides lifetime pensions in the Defined Benefit category. It is expected to be completed by 31 October 2022.

Vision Super has advised that the estimated VBI at June 2022 was 102.2%. Council was notified of the 30 June 2022 VBI during August 2022 (2021: August 2021). The financial assumptions used to calculate this VBI were:

- Net investment returns 5.50% pa
- Salary information 2.50% to 30 June 2023, and 3.50% thereafter
- Price inflation (CPI) 3.00% pa.

The VBI is to be used as the primary funding indicator. Because the VBI was above 100%, the 30 June 2021 actuarial investigation determined the Defined Benefit category was in a satisfactory financial position and that no change was necessary to the Defined Benefit category's funding arrangements from prior years.

Notes to the Financial Report For the Year Ended 30 June 2022

9.3 Superannuation (cont.)

Funding arrangements (cont.)

Employer contributions

(a) Regular contributions

On the basis of the results of the 2021 interim actuarial investigation conducted by the Fund Actuary, Council makes employer contributions to the Fund's Defined Benefit category at rates determined by the Fund's Trustee. For the year ended 30 June 2022, this rate was 10.0% of members' salaries (9.5% in 2020/21). This rate is expected to increase in line with any increases in the SG contribution rate and was reviewed as part of the 30 June 2020 triennial valuation.

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

(b) Funding calls

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

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

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

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

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

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

The 2021 interim actuarial investigation surplus amounts

An actuarial investigation is conducted annually for the Defined Benefit category of which Council is a contributing employer. Generally, a full actuarial investigation is conducted every three years and interim actuarial investigations are conducted for each intervening year. An interim investigation was conducted as at 30 June 2021 and the last full investigation was conducted as at 30 June 2020.

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

	2021 (Interim) \$m	2020 (Triennial) \$m
- A VBI Surplus	214.7	100.0
- A total service liability surplus	270.3	200.0
- A discounted accrued benefits surplus	285.2	217.8

The VBI surplus means that the market value of the fund's assets supporting the defined benefit obligations exceed the vested benefits that the defined benefit members would have been entitled to if they had all exited on 30 June 2021.

Notes to the Financial Report For the Year Ended 30 June 2022

9.3 Superannuation (cont.)

The 2021 interim actuarial investigation surplus amounts (cont.)

The total service liability surplus means that the current value of the assets in the Fund's Defined Benefit category plus expected future contributions exceeds the value of expected future benefits and expenses as at 30 June 2021.

The discounted accrued benefit surplus means that the current value of the assets in the Fund's Defined Benefit category exceeds the value of benefits payable in the future but accrued in respect of service to 30 June 2021.

Council was notified of the 30 June 2021 VBI during August 2021 (2020: August 2020).

The 2022 interim actuarial investigation

An interim actuarial investigation is being conducted for the Fund's position as at 30 June 2022 as the Fund provides lifetime pensions in the Defined Benefit category. It is anticipated that this actuarial investigation will be completed by October 2022. Council was notified of the 30 June 2022 VBI during August 2022 (2021: August 2021).

Superannuation contributions

Contributions by Council (excluding any unfunded liability payments) to the above superannuation plans for the financial year ended 30 June 2022 are detailed below:

Scheme	Type of Scheme	Rate	2022 \$'000	2021 \$'000
Vision super	Accumulation fund	10.0% (2021: 9.5%)	1,239	1,204
Other funds	Accumulation fund	10.0% (2021: 9.5%)	616	516

In addition to the above contributions, Moira Shire has paid unfunded liability payments to Vision Super totalling \$Nil during the 2021/22 year (2020/21 \$Nil).

There were \$Nil contributions outstanding and no loans issued from or to the above schemes as at 30 June 2022.

The expected contributions to be paid to the Defined Benefit category of Vision Super for the year ending 30 June 2023 is \$Nil.

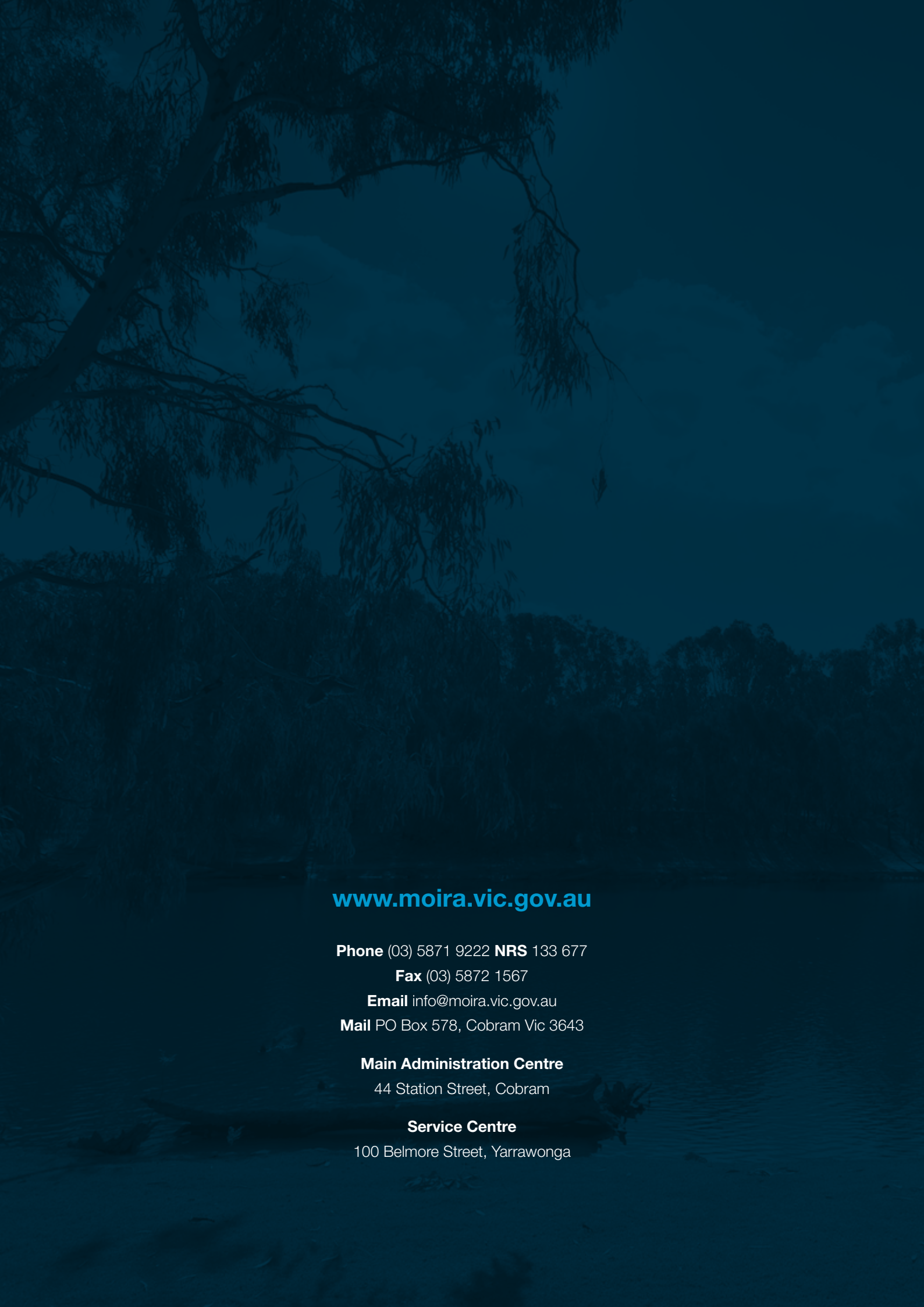
**Notes to the Financial Report
For the Year Ended 30 June 2022**

10 Changes in accounting policy

There have been no changes to accounting policies in the 2021-22 year.

There are no pending accounting standards that are likely to have a material impact on Council.

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