



MOIRA SHIRE  
COUNCIL PLAN  
2021-2025



**moira**  
SHIRE



The Moira Shire acknowledges the traditional custodians of country, Yorta Yorta. We acknowledge their continuing connection to land, water and community and pay our respects to them and their cultures and to their elders past, present and emerging.

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## MAYOR'S FORWARD

**The Council Plan 2021-2025 is integral in defining and navigating the strategic direction of our Council. This key document underpins all that we strive to achieve in our operations, decision making, and service delivery.**

We have consulted widely with the community using deliberative engagement methods in accordance with the *Local Government Act 2020* and our Community Engagement Policy during the development of this Council Plan.

Last year's plans and initiatives were thrown into chaos due to the COVID-19 pandemic, with the economic and social ramifications extending into 2021 and beyond.

Now is the perfect time for us to re-evaluate our priorities, values, and principles as we look forward and plan for the future.

In response to these factors, we have developed a vision to work together to be a welcoming, healthy and sustainable Council that encourages diversity, business ingenuity and inclusion.

Our region is a great place to live, work, and play.

By working together over this term of Council we can capitalise on our natural assets and strong community.

The Council Plan centres around five Key Strategic Objective Pillars:

- A welcoming and inclusive place
- A diverse and dynamic economy
- A clean green environment
- Customer focused and responsive
- Transparent and accountable governance

These pillars will assist in making the most of our regional advantages and include aspects both internal to Council as well as those that are community aspirations.

**Cr Libro Mustica**  
Mayor



## COUNCILLORS

Moira Shire is represented by nine councillors elected for a four year term.

The Council is unsubdivided and the Mayor is elected by the Councillors.

### ABOVE:

**Top:** Mayor Libro Mustica

**Step Standing:** Cr Ed Cox

Deputy Mayor Julie Brooks, Cr Peter Elliott

**Floor Standing:** Cr Peter Mansfield, Cr Peter Lawless

**Seated:** Cr Wayne Limbrick, Cr Kevin Bourke

Cr Marie Martin



## A SNAPSHOT OF MOIRA SHIRE

**Moira Shire is strategically positioned on the iconic Murray River, two and a half hours north of Melbourne and close to major regional centres.**

It covers an area of 4,045 square kilometres and is bounded by the Murray, Goulburn and Ovens rivers.

Moira Shire comprises the four main centres of Cobram, Nathalia, Numurkah and Yarrawonga, as well as 18 smaller towns and communities.

In 2018 the shire's population was 29,799 and is projected to reach more than 32,000 by 2031.

Moira Shire has a number of significant environmental assets such as the three river systems as well as the Barmah National Park.

This national park contains the world's largest redgum forest, which is an internationally listed Ramsar site, part of the Register of the National Estate plus an Icon Site for the Living Murray program.

These assets are significant for their biodiversity values and play a key role in the economy and liveability of the Shire.

The natural environment presents some challenges including flooding and drought which impact the environment and economic activity alike.

Predicted changes to the climate including higher than average maximum and minimum daily temperatures and larger fluctuations of rainfall totals must be factored into any future planning.

This, along with changes to water policy under the Murray Darling Basin Plan, could affect local and regional agricultural outcomes.

Irrigated agriculture is the Shire's economic engine and is inextricably linked to the region's waterways and secure supply of high-quality water.

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



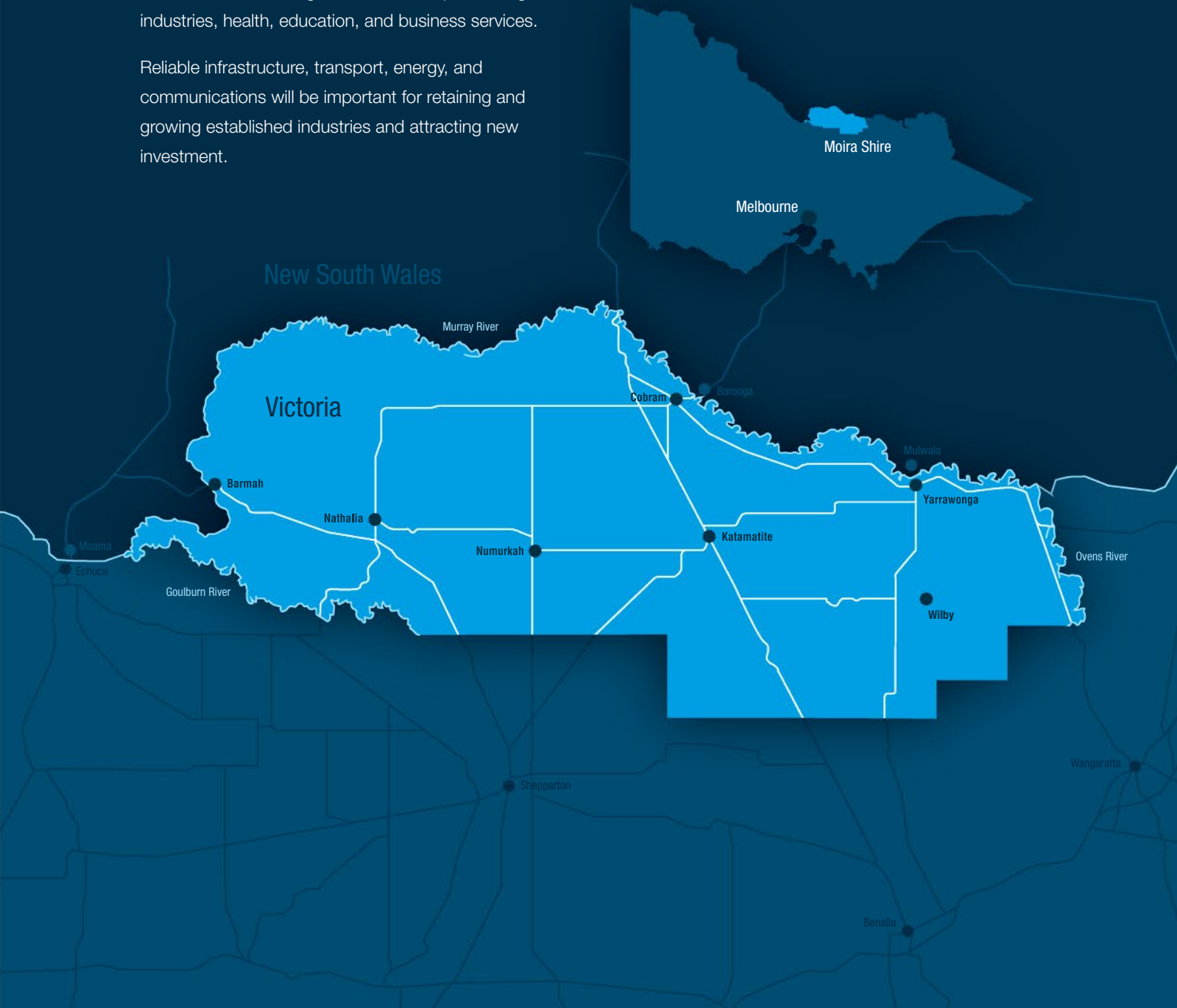
Leveraging its position in proximity to major regional centres, capital cities, and along major transport routes presents opportunities for economic growth.

Tourism and recreation also play a vital role in boosting the shire's economy and are largely generated by visitors' attraction to the river environment and pristine bush settings.

Other economic strengths include food processing industries, health, education, and business services.

Reliable infrastructure, transport, energy, and communications will be important for retaining and growing established industries and attracting new investment.

Council delivers a wide variety of community services and programs from multiple locations across the Shire and relies on a large and diverse mix of community assets.



# COUNCIL SERVICES A-Z

## A

### **ACCOUNTING SERVICES**

Financial based services to both internal and external customers responsible for financial management, control and reporting expenses.

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### **AERODROME**

Operational management of the Yarrawonga Aerodrome used by the general aviation industry.

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### **ANIMAL CONTROL**

To provide for the administration and enforcement of legislation regulating domestic animals and livestock.

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### **ARTS AND CULTURE**

Service committed to actively shaping the future for Moira residents through arts and culture activities and programs.

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### **ASSETS MANAGEMENT**

Management of Council's property and infrastructure assets and database, including design, construction and delivery of capital works projects.

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## B

### **BUILDING CONTROL**

To administer the legislative requirements of the Building Act, Building Regulations and associated Australia Standards in relation to building and related safety matters.

### **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.

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## C

### **CIVIC BUILDING MAINTENANCE**

This program ensures Council's building assets are well maintained and serviceable.

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### **COMMUNICATIONS**

Responsible for the management and provision of advice on external and internal communications, including management of Council's website and social media platforms.

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### **COMMUNITY AND RECREATIONAL DEVELOPMENT**

This service is responsible for working with the community, stakeholders and partner agencies to develop long term community plans.

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### **COMMUNITY GRANTS**

This 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.

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### **COMMUNITY SERVICES – YOUTH**

Manages youth services and events that connect and engage Moira's younger citizens.



### CONTRACT COMPLIANCE

The systems used to manage the procurement and tendering processes of Council to ensure best value outcomes are obtained. This includes the systems used to manage contracts in accordance with the agreed terms and conditions.

### 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.

## D DRAINAGE

This program provides drainage as part of the network of rural and urban roads service.

## E EMERGENCY MANAGEMENT

To maintain preparedness and responsiveness and to implement recovery processes in the event of an emergency occurring within the municipality.

### ENVIRONMENTAL HEALTH

This service undertakes inspections and registers premises in accordance with health and food legislation.

### ENVIRONMENTAL SUSTAINABILITY

Development of environmental policy, implementation of projects and delivery of educational programs.

### EVENTS

Supporting official events across the shire including Australia Day, Citizenship Ceremonies, Cultural Diversity Week and International Women's Day.

## F FIRE PREVENTION

Implement actions as defined in the Municipal Fire Management Strategy in partnership with all stakeholders.

### FLEET MANAGEMENT

To ensure appropriate plant and vehicles are available to meet service levels.

## G GOVERNANCE

The processes used by Council to operate and control the administration, ethics and compliance of the organisation.

## H HELP DESK

Our IT Help Desk provides support for all IT systems and equipment.

## I INFORMATION TECHNOLOGY SYSTEMS

This service ensures Council's IT systems and equipment are maintained and working including providing support for system improvement and training.

## K KERBSIDE GARBAGE SERVICE

This service provides collection of kerbside waste materials from households.

**L****LANDFILL/TRANSFER STATIONS**

Operational management of Council's landfill site at Cobram and nine transfer stations including monitoring to maintain environmental standards.

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**LEARNING AND DEVELOPMENT**

To continually improve the effectiveness of the organisation through employee education to support goals and compliance requirements.

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**LIBRARY**

Provision of financial contribution to the operation of the Goulburn Valley Regional Library Group that provides library services at four locations plus a mobile service.

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**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.

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**M****MATERNAL AND CHILD HEALTH**

Provision of services across the Shire at five locations plus an outreach program; includes immunisation programs for infants and school children.

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**N****NATURAL RESOURCES**

Responds to planning and other referrals relating to natural resource management including the joint management of Kinniards Wetlands with other agencies.

**O****OH&S**

Provide systems and support for a workplace which is safe, so the health and safety of our employees are not put at risk.

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**ORGANIC WASTE SERVICE**

The service provides collection of kerbside organic waste materials from households.

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**P****PARKS AND GARDENS**

This program involves the maintenance and upgrade of Council's parks and gardens, reserves, town entrances and open spaces.

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**PAYROLL**

Deliver and administer the payroll function to the organisation and ensure the Council's legal, award and industrial obligations are met.

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**PLANNING**

Undertakes statutory and strategic land use planning as well as enforcement of the planning scheme.

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**PROPERTY MANAGEMENT**

Systems used to manage Council leases, tenure arrangements, disposal and acquisition of property.

**R****RECORDS MANAGEMENT**

Responsible for maintaining and supporting Council's documents management system and practices including the secure storage and retrieval of physical documents.

**RECREATION AND SAFETY**

Council operates two sports centres along with 19 recreation reserves and four showgrounds.

**RECRUITMENT**

Attract and engage a diverse range of suitably qualified people to join our organisation.

**RECYCLING SERVICE**

This service provides collection of kerbside recyclable materials from households.

**REVENUE AND PROPERTY SERVICES**

Raising and collection of municipal rates and charges, maintenance of Council rating information and valuation of properties throughout the municipality.

**RISK MANAGEMENT**

Processes used to proactively manage the risks that affect Council, including the identification, assessment and prioritising of risks to ensure operations are effectively maintained.

**ROADS AND BRIDGES**

This program provides a network of rural and urban roads, urban footpaths and drainage to the community.

**S****SCHOOL CROSSING SUPERVISION**

To provide for the safe passage of children and adults when using school crossings during nominated hours.

**SERVICE CENTRES**

The Customer Experience teams are located at the Cobram and Yarrowonga Service Centres.

**STREET CLEANING AND BIN COLLECTION**

The sweeping of kerb and channel on urban roads, footpaths and drainage, parking areas, footpaths and CBD areas, and main intersections; operate a garbage compactor to collect rubbish from street bins in CBD areas, park and recreation areas, road reserves, and butt bins.

**SWIMMING POOLS**

Council operates five outdoor aquatic facilities and one indoor aquatic facility as well as a water slide and splash park.

**T****TOURISM**

This service supports our tourism sector through marketing, industry and product development.

**V****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.

## THE COUNCIL PLAN 2021-2025

**The Council Plan 2021-2025 is the document that will guide Moira Shire Council's direction and activities during this Council's term of office. It provides the framework to support Council decisions on budget allocation and service delivery.**

### COMMUNITY ENGAGEMENT

Our community plays a major role in developing the vision and priorities for the Council Plan 2021-2025.

We have consulted widely with the community, ensuring they have their say for the future of Moira Shire, using deliberative engagement methods in accordance with the *Local Government Act 2020* and our Community Engagement Policy during the development of this Council Plan.

Community engagement enables a deeper understanding of community members' perceptions of the topics and contexts on a particular issue and facilitates stronger relationships among and between community members.

As part of the deliberative engagement process, councillors and staff held four community consultations in the main centres of Moira Shire – Cobram, Nathalia, Numurkah and Yarrawonga; a comprehensive survey was put on our website with hard copies available to those with no internet access; and an extensive advertising campaign was conducted including newspaper, radio and social media platforms.

The community also had another opportunity to have their say when this Draft Council Plan 2021-2025 is released for feedback, with further extensive advertising across various media platforms.

We appreciate the time people have taken to have their say on the future of our municipality and we thank them for their input.

### VALUES

We will provide local leadership underpinned by a governance framework comprising these guiding values and behaviours.

Ethical leadership strengthens our decision making and operations.

At all levels, we seek to ensure there is an appropriate balance between the values-based organisation culture described by our values and underlying behaviours.

- Respect
- Honesty
- Accountability
- Teamwork
- Integrity

### OUR FIVE STRATEGIC OBJECTIVE PILLARS

Our five Strategic Objective Pillars of focus over the next four years are:

1. A welcoming and inclusive place
2. A diverse and dynamic economy
3. A clean green environment
4. Customer focused and responsive
5. Transparent and accountable governance

## OUR FIVE STRATEGIC OBJECTIVE PILLARS



# 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

## PERFORMANCE INDICATORS

### How will we measure our success?

By using the annual Local Government Community Satisfaction Survey we can measure our improvements in overall performance; consultation and engagement; and community decision-making.

By using the Local Government Performance Reporting Framework we can measure our improvements in Maternal and Child Health statistics; aquatic facilities use and management; and library use and management.

### Supporting Strategies, Plans and Policies

- Wellbeing for All Ages Strategy
- Recreation Strategy
- Domestic Animal Management Plan
- Disability Access and Inclusion Plan
- Community Safety and Environment Local Law 2013
- Community Engagement Policy and Framework
- Aquatic Facilities Strategy
- Arts and Culture Strategy
- Community Safety Strategy
- Recreational Vehicle (RV) Friendly Strategy
- Visitor Services Strategy
- Event Management Framework
- Memorials & Plaques Policy
- Community Recognition Policy

## WHAT WE DELIVER

- Maintain a 4,000km network of sealed and unsealed local roads.
- Maintain 76 bridges and major culverts, 294km of kerb and channel and 160km of footpaths.
- Maintain and upgrade 77 playgrounds, 43 public toilet blocks and public barbecues.
- Maintain 673 Council buildings and facilities including sport and recreation facilities such as the Nathalia Sports and Community Centre, the Cobram Sports Stadium, and the Numurkah Aquatic & Fitness Centre.
- Operate four libraries and a mobile library service.
- Operate and maintain five outdoor swimming pools at Yarrawonga, Cobram, Numurkah, Strathmerton and Nathalia as well as the water slide and splash park on the Yarrawonga foreshore.
- Provide assistance to a range of partner agencies including Community Houses, MHA Care, and Moira Foodshare.
- Provide maternal and child health services in Cobram, Nathalia, Numurkah, Strathmerton and Yarrawonga as well as outreach services to our smaller centres.
- Provide free childhood immunisation services along with visits to the nine secondary schools in the shire three times a year to maintain the immunisation status of our teenagers.
- Organise and run youth services and events, including our Youth Council.
- Our Community Strengthening Grants assist groups and associations each year to deliver valuable services within their local communities.
- We provide emergency accommodation and relief to residents and communities affected by fire, flood and other natural disasters.



## 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

### PERFORMANCE INDICATORS

#### How will we measure our success?

By using the annual Local Government Community Satisfaction Survey we can measure our improvements in urban and rural road maintenance and repair as well as lobbying on behalf of the community.

By using the Local Government Performance Reporting Framework we can measure our improvements in Statutory Planning statistics as well as road network statistics.

By using various government tourism monitoring tools including Murray Regional Tourism, we can measure our improvements in tourism promotion and visitors to the area.





### Supporting Strategies, Plans and Policies

- Economic Development Strategy
- Disability Access and Inclusion Plan
- Moira Shire Planning Scheme and Municipal Strategic Statement
- Major Towns Strategy
- Capital Works Program
- Arts and Culture Strategy
- Recreational Vehicle (RV) Friendly Strategy
- Visitor Services Strategy

### WHAT WE DELIVER

- Process around 400 planning permits and another 800 building permits each year, with processing times meeting the regional average.
- Provide approximately 500 property information statements to prospective property buyers – the turnaround for each statement is within 10 days.
- Provide funding support to two accredited Information Centres as well as invest in tourism infrastructure and promotion through our tourism branding Sun Country on the Murray.
- Operate the Yarrowonga Aerodrome which provides privately owned hangar sites and residential allotments with direct access to taxiways.
- Our Community Recovery Grants provide funds that strengthen the involvement of community organisations in our communities in a response to the hardships encountered the COVID-19 pandemic.



## 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

### PERFORMANCE INDICATORS

#### How will we measure our success?

By using the Local Government Performance Reporting Framework we can measure our improvements in waste collection statistics; contamination rates in organic waste collection; quantity of organic waste diverted; and the reduction in Council CO2 emissions.



### Supporting Strategies, Plans and Policies

- Moira Shire Planning Scheme
- Environmental Sustainability Strategy
- Corporate Emissions Reduction Plan
- Heatwave Plan
- Wellbeing for All Ages Strategy
- Domestic Waste Water Management Plan
- Roadside Weed & Pest Animal Control Management
- Waste Management & Services Strategy
- Community Safety & Environment Local Law 2013

### WHAT WE DELIVER

- Operate nine transfer stations and an EPA licenced landfill site, along with monitoring, updating, maintaining and rehabilitating decommissioned landfills to meet required environmental standards.
- Provide organic, comingle recycling and general waste collection services that involve more than one million flips of kerbside collection bins each year.
- Provide community education about environmental sustainability – this includes working with local schools.
- Maintain and upgrade 102 parks and gardens including mowing almost 280 hectares of public open space, the equivalent of 130 MCGs.
- Irrigate, mow and maintain 19 recreation reserves and four showgrounds in partnership with local Community Asset committees.



## 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

### PERFORMANCE INDICATORS

#### How will we measure our success?

By using the annual Local Government Community Satisfaction Survey we can measure our improvements in customer services; overall performance; and the maintenance and repair of sealed urban and rural roads.

By using the Moira Shire Council Annual Report we can measure our improvements in the value and retention of Council volunteers as well as the number of services made easier to access by the community.

### Supporting Strategies, Plans and Policies

- Customer Service Charter
- Municipal Emergency Management Plan
- Road Management Plan
- Asset Management Plan
- Disability Access and Inclusion Plan
- Capital Works Program
- Business Continuity Plan
- Complaint Handling Policy
- Community Engagement Policy & Framework
- Volunteer Recognition Policy
- Community Recognition Policy

### WHAT WE DELIVER

- Work with more than 500 Moira community volunteers who give their time as members of Council committees, community groups, reference groups and advisory boards and committees.
- Register nearly 6,000 animals and find temporary accommodation for more than 500 pets and reunite nearly 300 pets with their owners annually.
- Respond to community complaints involving parking, litter, burning off, street trading, and unsightly land.
- Respond to more than 14,000 community requests for local repairs and maintenance of roads, planning, building, waste, and animal renewals each year.



## 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

### PERFORMANCE INDICATORS

#### How will we measure our success?

By using the annual Local Government Community Satisfaction Survey we can measure our improvements in overall Council direction as well as community consultation and engagement.

By using the Local Government Performance Reporting Framework we can measure our improvements in governance statistics; financial performance statistics; sustainable capacity statistics; animal management statistics; and food safety statistics.

By using the Governance and Management Checklist we can measure Council's compliance, while ensuring open and accountable reporting of Council's policies, plans and procedures, as well as Council's planning, monitoring and reporting processes.



### Supporting Strategies, Plans and Policies

- Governance Rules
- Investment & Cash Management Policy
- Councillor Code of Conduct
- Employee Code of Conduct
- Meeting Procedures Local Law
- 10 year Financial Plan
- Risk Management Policy
- Community Engagement Policy & Framework
- Fraud Prevention and Control Policy
- Performance Reporting Policy
- Delegation Instruments
- Councillor Expense and Support Policy
- Councillor Professional Development Policy
- Business Continuity Plan
- Complaint Handling Policy
- Rating and Service Charges Strategy
- Procurement Policy
- Human Resources Policies and Procedures
- Occupational Health and Safety Policies and Procedures
- Road Management Plan
- Asset Management Plan
- Live Streaming & Publishing Recordings of Council Meetings Policy
- Public Transparency Policy

### WHAT WE DELIVER

- Provide face-to-face customer service in Cobram and Yarrowonga, as well as phone and online service delivery.
- Plan and manage community assets that support service provision.
- Manage information and data to meet our statutory obligations and ensure the privacy and security of customer information.
- As well as all our scheduled Council meetings being open to the public, we livestream these meetings to give the community greater access to council decisions and debates.



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