



Annual Report 2022/23

Vision

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

Acknowledgement of Country

The Moira Shire acknowledges the traditional custodians of country. We acknowledge their continuing connection to the 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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Report of Operations

Introduction

A Municipal Monitor was appointed in April 2022 to the Moira Shire Council to improve governance practices and to help the councillors ensure they perform their roles in accordance with the *Local Government Act 2020*.

On 28 October 2022, a Commission of Inquiry into Moira Shire Council was appointed under section 200 of the *Local Government Act 2020*. The Commission of Inquiry was appointed following the findings of the Municipal Monitor.

The Commission of Inquiry provided its report to the Minister for Local Government, the Hon Melissa Horne MP, and the report was tabled in Parliament on 7 March 2023.

Parliament approved the *Local Government (Moira Shire Council) Act 2023*, which received Royal Assent on 9 March 2023. The Moira Shire Council was dismissed on 10 March 2023 and a Panel of Administrators was appointed by the Minister for Local Government.

The Commission of Inquiry Report contains a number of recommendations to ensure that good governance practices are restored to the Moira Shire. Council has developed an action plan to address the recommendations over its term under administration.

This is the first Report of Operations for Council under its period of administration.

The Report of Operations provides an overview of Council's performance in the 2022/23 financial year against our Annual Budget 2022/23 and the five strategic pillars set out in our Council Plan 2021-2025.

Our Council vision

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

Our strategic pillars

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

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 that underlying behaviours are consistent with our values based culture.



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 or 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 is forecast to increase to 35,888 in 2046.

Our population includes:



49.9% (15,234) males and **50.1% (15,286)** females.



2.1% (647) who 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, Philippines and Italy.



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



The median age is **48 years**.



14.61% (4,459) of residents have volunteered for an organisation or group.



14,907 private dwellings.



2,252 people attend primary school.
1,779 people attend secondary school.
1,075 people attend tertiary study.
10.3% of our population aged over 15 years have a Bachelor Degree or higher (lower than Victoria of 29.2%).

Sources: Remplan and Australian Bureau of Statistics

Fast facts about our services in 2022/23



49,000 +

Calls answered by our Customer Experience team



18,380

Rateable properties



369

Planning applications received



5,874

Vaccines administered by Immunisation Services



362

Births registered in the shire for the year



3,362

Consultations with Maternal and Child Health nurses



2,380 t

Commingled recycling collected from kerbside bins



3,646 t

Food and organic waste collected from kerbside bins



4,847 t

Landfill waste collected from kerbside bins



4,088

Dogs registered in the shire



1,089

Cats registered in the shire



140

Animals rehomed



46

Groups assisted by Community Strengthening Grants



687

Public structures



80

Playgrounds



3,655 km

Roads



203 km

Footpaths



310 km

Kerb and channel



467

Inspections of food, health and accommodation premises



102

Inspections of septic tank systems



87

Nuisance complaints investigated

Challenges and Future Outlook

Challenges

- Council is going through a period of resetting and re-framing the organisation following the Commission of Inquiry and the dismissal of Council. This will require a concerted effort and resourcing over the medium term to re-build the community's confidence in the Council.
- Our community relies on State and Federal government services, policy and funding, for issues the community is facing such as recovery from the October 2022 floods, housing availability and affordability, the Green Route Bridge between Yarrawonga and Mulwala, and the state of the Murray Valley Highway and safety of roads within the Moira Shire.
- 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 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 2022 to June 2023 at 6.0 percent while the rate cap for 2022/23 was 1.75 percent and for 2023/24 is 3.5 percent.
- 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 approximately 20 percent of Council's revenue, the Federal Financial Assistance Grants are a vital source of income.
- Our community's capacity to pay is stretched as the cost of living challenges remain with limited scope for Council to supplement rate revenue through other income streams. Despite complying with the rate cap, variations in property valuations between towns can impact ratepayers more than others, creating a redistributive effect. Council does not generate any more income from an increase in property valuations.
- Many of Council's assets are in the latter stage of their useful life and community use is declining, but community service and public use standards, safety and construction standards are increasing. Since the 2022/23 adopted budget, Council has moved to fully funding asset renewal to help offset this gap, however, this will limit the amount of discretionary funding for new capital works.



The future

- Embedding good governance practices, increased transparency and accountability to re-build the community's trust and confidence throughout Council's term under a Panel of Administrators.
- Re-aligning the organisation's structure to better support the community's expectations.
- Ongoing reduction through project delivery of the significant level of capital works projects carried forward from previous years.
- Development and implementation of a Project Management Framework integrated with a 10-year capital works plan, which informs Council's Financial Plan.
- Commencement and progress of significant major projects including the Yarrawonga Library and Town Hall Precinct, the Yarrawonga Multi-Sport Stadium and Numurkah Flood Levee.
- Funding 100% renewal on our assets.
- Finalising the development of our Customer Experience and Transformation Strategy.
- Undertaking service planning for the services provided by Council.
- Continuing to progress the review of our Risk Management Framework, including finalising development of a Risk Appetite Statement.

The Year in Review

Message from the Panel of Administrators

During our first four months, our focus has been on addressing issues that have previously affected the Moira Shire Council. Each challenge has provided us with valuable insights and opportunities for improvement.

The importance of transparency and efficiency in procurement processes is a key focus and Council has now introduced robust procurement systems, aligning our practices with industry best standards to ensure accountability and fairness.

Strong governance forms the bedrock of trust and confidence within our communities. To strengthen governance practices, we've prioritised transparency, integrity, engagement, and compliance. These principles underpin our operations, fostering accountability and effectiveness.

We are dedicated to establishing high level partnerships with local government stakeholders in the health, education, and other sectors. This strategic re-engagement aims to benefit our entire municipality and strengthen our connections within the community.

Our financial position remains strong and sustainable. We are actively advancing several major projects that will have a positive impact on our community. These projects include the Yarrowonga Multisport Stadium, the Yarrowonga Town Hall Precinct Upgrade, and the flood protection levy in Numurkah. Further details regarding these projects are provided in this report.

Our dedicated staff play a pivotal role in shaping the future of Moira Shire. Consequently, we've placed significant emphasis on fostering a positive and inclusive organisational culture. Our aim is to create an environment where every employee feels valued and supported, contributing their best to the Shire's success.

As we pivot towards a brighter future, our primary focus remains on nurturing our people and instigating cultural change from the top down. An impending organisational restructure will be instrumental in this transformation. It includes the introduction of a competency framework and the launch of a culture program that will establish a values-based, respectful organisation. Leadership training and capacity building within our community also feature prominently on our agenda.

In closing, our vision is clear: to become the best Shire Council in Victoria. With your support, we believe that this vision is well within our reach. We extend our heartfelt gratitude to our community for your trust in Moira Shire Council, and we look forward to a bright and prosperous future together.



**John Tanner AM – Chair,
Dr Graeme Emonson PSM and
Suzanna Sheed**

Message from the Acting Chief Executive Officer

As we reflect on the past year and look ahead to the future, I am honoured to share with you the progress and aspirations of Moira Shire Council. It has been a privilege to serve as Acting Chief Executive Officer during this transformative period and to collaborate closely with the Panel of Administrators as we steer our Shire towards a brighter and more promising future.

Our collective goals remain resolute, guided by a commitment to address the concerns raised through the Commission of Inquiry and ultimately return the Council to elected representatives by 2028. To achieve this, we have embarked on an ambitious journey, marked by several key initiatives.

Our aspiration is to be the best Shire Council in Victoria, delivering the highest quality services and programs to our community, leveraging the unique strengths and resources of our region.

The issues surrounding Murray-Darling Basin (MDB) water buybacks continue to be of paramount importance to us. We are actively advocating for fair and sustainable solutions that protect our region's interests.

We also take pride in playing a lead role in addressing road safety trends and trauma within our community, we're dedicated to enhancing safety and well-being for all residents on our roads.

As we've seen in recent times, disaster resilience is crucial. We are enhancing our preparedness and response mechanisms to ensure we can support our community in times of need. Our commitment is to provide stability and trust in our organisation's ability to meet the needs of our community. We will continue to prioritise your interests in all our endeavours.

We are committed to transparency in everything we do, fostering trust and collaboration within our community and beyond.

We are working diligently to ensure the equitable distribution of funds and resources across our municipality, fostering further development and expansion while addressing the unique needs of all our communities.

Despite a challenging year with inflation, cost of living pressures, labour market issues and contractor shortages compounded by the impacts of natural disasters, our organisation continues to focus on being financially sustainable. This includes developing budgeting frameworks that focus on clearing existing capital works backlogs, spending the necessary funds on maintaining the assets we already own and ensuring the longer term impact of any investment decisions are understood.

The organisation remains in a financially healthy position as at 30 June 2023 and achieved a surplus result for the 2022/23 financial year of \$15.44 million. This surplus will help support vital community services and capital projects into the future. Despite the economic challenges faced, Council delivered \$14.99 million in capital works projects. Council remains committed to delivering on community expectations and has carried forward any delayed projects into the 2023/24 financial year for future delivery.

I want to take a moment to express my deep appreciation for our dedicated Council staff. Their unwavering commitment, especially during times of significant change and challenges, has been nothing short of remarkable. Your pride in representing Council and your hard work is truly commendable.

Looking ahead, the future shines brightly for Moira Shire. Together, we will ensure that the community remains at the heart of everything we do. Your support, engagement, and feedback are invaluable as we work toward a stronger, more prosperous, and inclusive Shire for all.

Thank you for your trust, partnership, and dedication to Moira Shire Council.



Joshua Lewis
Acting Chief Executive Officer

Financial Summary

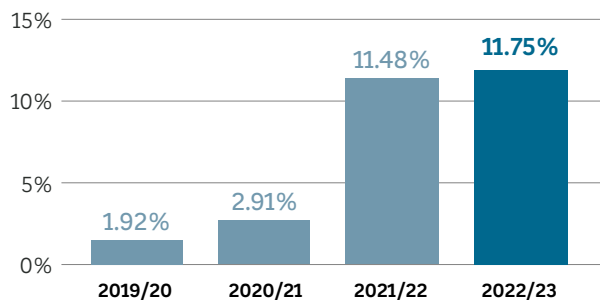
Council’s financial position remains sound. A summary of the 2022/23 financial performance is outlined below. Detailed information relating to Council’s financial performance is included within the Financial Report and Performance Statement sections of this report.

Operating position

Council achieved a surplus of \$15.44 million in 2022/23. This surplus is lower than the prior year surplus of \$19.14, mainly due to increased depreciation and amortisation costs of \$2.05 million on higher Property, Infrastructure, Plant and Equipment values. A combination of the October 2022 flood event and returning to a post COVID-19 environment, combined with a higher inflation environment during 2022/23 has increased Council’s material and services expenditures against 2021/22.

The adjusted underlying surplus (surplus after removing non-recurrent capital grants, cash and non-monetary capital contributions) is 11.75% when compared to adjusted underlying revenue. This is slightly higher than the 2021/22 result of 11.48% and 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 \$775 million of community assets under Council’s control.

Adjusted underlying result ratio %

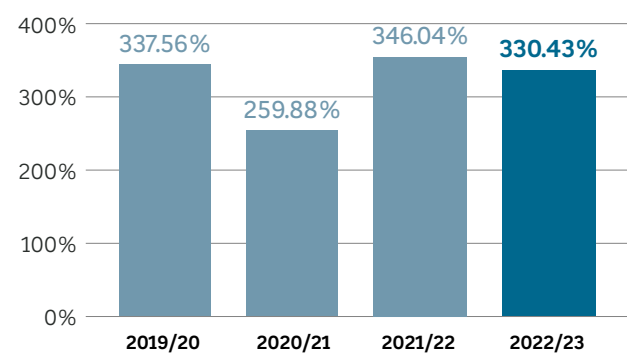


Liquidity

Cash and other financial assets as at 30 June 2023 are \$66 million which is higher when compared to the 30 June 2022 figure of \$55.93 million. This is mainly due to cash held to fund approved 2022/23 capital works projects, budgeted to be completed in 2023/24 and \$13.45 million in 2023/24 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 330.43% is an indicator of our satisfactory financial position, the ratio falls within performance target band of 100% to 400%.

Working capital ratio %

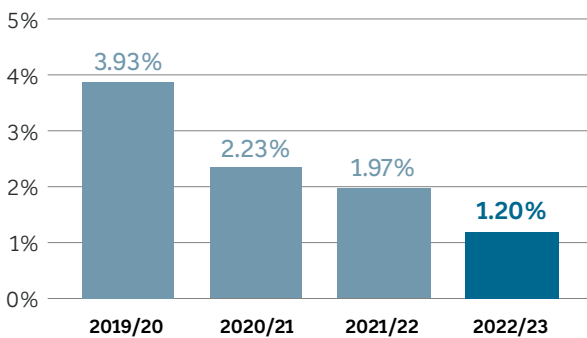


Obligations

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 \$12.51 million in renewal and upgrade works during the 2022/23 year.

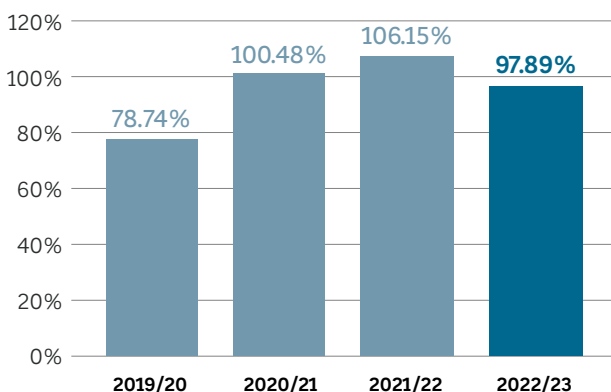
At the end of 2022/23 Council's debt ratio measured by comparing interest-bearing loans and borrowings to rate revenue was 1.20%, well within the expected performance target band of 0% to 70%. This ratio is expected to increase with plans to source borrowings to fund future capital works projects.

Loan/borrowings to rate revenue ratio %



Council's asset renewal and upgrade ratio measured by comparing asset renewal and upgrade expenditure to depreciation was 97.89%. This was lower than the 2021/22 result of 106.15% due to an increase in depreciation expense following revaluation assessments of infrastructure assets. The result however, is within the expected performance target band of 40% to 130%.

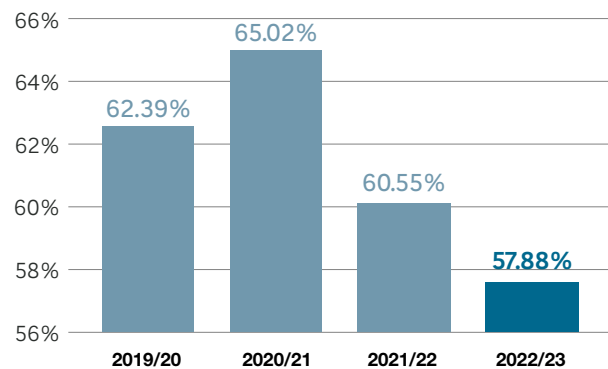
Asset renewal and upgrade ratio %



Stability and efficiency

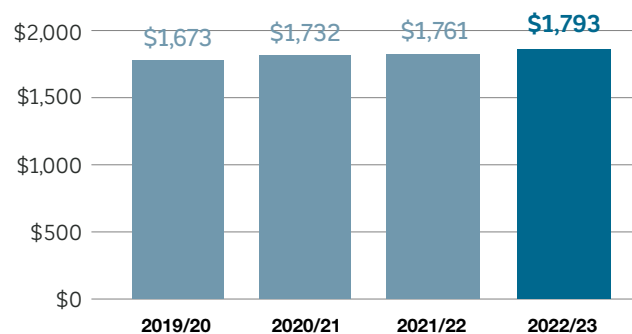
Council raises a range of revenue including rates, statutory fees, user fees, fines, grants and contributions. Council's rates concentration, which compares rate revenue to adjusted underlying revenue, was 57.88% for the 2022/23 year, which is within the expected performance target band of 30% to 80%.

Rates concentration ratio %



Council continues to focus on broadening its revenue base and for 2022/23 kept within the rate cap of 1.75%, which applies to the general rate in the dollar and the municipal charge. This resulted in an average charge per assessment of \$1,793.

Average charge per assessment



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 2022/23 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 Victorian and Australian legislation.

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 remained high in the 12 months from June 2022 to June 2023. CPI was recorded at 6% for that period while heavy and civil engineering construction price index increased 5.4% impacted by increased costs for concrete and pressures in the labour market.
- The labour market continues to be a challenge for Council, 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 2022/23, some of our major capital works highlights included:

Nathalia West Drainage

Reconstruction and upgrade of drainage and kerb and channel in Veldt and McDonnell Streets Nathalia, to improve drainage and reduce flooding.

This project was funded by Council.

Completion Date: February/March 2023

Approximate cost: \$917,000

Netball Courts – Nathalia Recreation Reserve

Nathalia Recreation Reserve received an upgrade of the existing netball courts to concrete with a synthetic surface and wider runoff areas for additional safety.

This project was funded by Council.

Completion Date: February/March 2023

Approximate cost: \$227,000

Shared Path Murray Valley Highway – Silverwoods Boulevard to Botts Road

This project extended the sealed shared path from Silverwoods Boulevard to Botts Road Yarrawonga.

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

Completion Date: February 2023

Approximate cost: \$217,000

Numurkah Town Hall – Air conditioning renewal

Installation of air-conditioning at the Numurkah Town Hall, increasing comfort for users of the facility.

This project was funded by Council.

Completion Date: February/March 2023

Approximate cost: \$202,500

Cobram Sports Stadium – New air conditioning

Installation of air-conditioning at the Cobram Sports Stadium, increasing comfort for participants and spectators and allowing the facility to be utilised all year round.

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

Completion Date: February 2023

Approximate cost: \$242,000

EV Recharging Station – Federation Park Cobram

Installation of EV recharging station in Cobram to attract more tourists to the town and encourage locals to consider electric vehicles.

This project was grant funded by the State Government under the Destination Charging Across Victoria program.

Completion Date: February/March 2023

Approximate cost: \$196,000

George Graham Park Wunghnu – Public toilet renewal

The toilet block in George Graham Park, Wunghnu was replaced with a prefabricated toilet block featuring a fully accessible toilet, an ambulant toilet and two unisex toilets.

The prefabricated building is constructed from steel and concrete and is long wearing and low maintenance.

This project was funded by Council.

Completion Date: March 2023

Approximate cost: \$170,000

Major changes

Council faced a number of changes during the year, which included:

- a Commission of Inquiry leading to the dismissal of Council in March 2023 and the appointment of an Interim Administrator and later a Panel of Administrators when the Victorian State Parliament passed the *Local Government (Moira Shire Council) Act 2023*.
- Several changes in leadership, with a large percentage of our Executive and Management roles currently filled in a temporary acting capacity.

Major achievements

Council developed and subsequently endorsed our Environmental Sustainability Strategy 2022-2026 which will support and encourage an environmentally sustainable community and organisation.

Council developed a Competency Framework which establishes common standards of behaviour to guide the way we work. The framework developed in consultation with all staff, is based on our core values of Respect, Honesty, Accountability, Teamwork and Integrity and is designed to provide a comprehensive and structured approach to assessing and developing the behavioral competencies required for effective job performance and a positive workplace culture.



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 Yarrawonga 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

Yarrawonga Service Centre

100 Belmore Street, Yarrawonga

Email

info@moira.vic.gov.au

Website

www.moira.vic.gov.au

Postal Address

PO Box 578
COBRAM VIC 3643

Our economy

Moira Shire supports 11,976 jobs.

The major contributors to employment:

- Agriculture, Forestry and Fishing
2,190 jobs (18.29%)
- 71% of total land area used for
Agriculture
- Health Care and Social Assistance
1,671 jobs (13.95%)
- Manufacturing 1,349 jobs (11.26%)
- 54.7% of persons aged 15 years and
over are employed
- Median weekly household income
\$1,192
- Median weekly personal income is
\$629
- Nominal gross regional product
\$1.854 billion
- Annual economic output of
\$4.097 billion

The Manufacturing industry sector makes the greatest contribution to economic output in the region (25.67% of total output).

Sources Remplan and Australian Bureau of Statistics





Our Administrators

Moira Shire Council is being governed by a panel of administrators. The panel of administrators was appointed following the passing of the *Local Government (Moira Shire Council) Act 2023*, which passed parliament on 7 March 2023 and received Royal Assent on 9 March 2023.

An interim administrator commenced on 10 March 2023 until the appointment of the panel of administrators which occurred on 8 June 2023.

Moira Shire Council will remain under administration until the first meeting of Council following the general elections in October 2028.

While in office, Administrators must perform all the functions, powers and duties of a Councillor, as set out in the *Local Government Act 2020*. In addition, the Chair Administrator must perform all the functions, powers and duties of the Mayor of the Moira Shire Council as set out in the Act.

Our Panel of Administrators as at 30 June 2023 are:



John Tanner AM Chair Administrator

John Tanner AM was appointed to the role as Interim Administrator from 10 March 2023, and subsequently appointed as the Chair of Administrators on 8 June 2023.

Mr John Tanner AM was one of two commissioners who conducted the Commission of Inquiry into Moira Shire Council and served as interim Administrator for 90 days from 9 March 2023. Mr Tanner brings significant local government experience and a strong knowledge of the issues facing Moira Shire Council. He was first appointed as a Local Government Commissioner in 1994, and is also a former member of the Victorian government's Ministerial Panel Local Government Rating System Review, was a Commissioner in the City of Ararat Inquiry and a former Brimbank City Council administrator.



Dr Graeme Emonson PSM Administrator

Dr Graeme Emonson PSM was appointed to the role of Administrator from 8 June 2023 until the first meeting of Council following the general elections in October 2028.

Dr Graeme Emonson PSM was formerly Deputy Secretary, Corporate Services with the Department of Energy, Environment and Climate Action in Victoria. He brings leadership and organisational culture expertise to the Panel, along with his extensive background as a Fellow and Board Member of the Institute of Public Administration Australia (IPAA), a former Executive Director of Local Government Victoria, CEO of the City of Wangaratta for five years to 2002 and CEO of Knox City Council from 2002 to 2016.



Suzanna Sheed Administrator

Suzanna Sheed was appointed to the role of Administrator from 8 June 2023 until the first meeting of Council following the general elections in October 2028.

Ms Suzanna Sheed, a lawyer, was an independent member of the Victorian Legislative Assembly from 2014 until 2022. She represented the electorate of Shepparton, as well as served as chair of the Victorian Parliament's Pandemic Declaration Accountability and Oversight Committee and was a member of the Family and Community Development Committee. Ms Sheed brings a deep understanding of key issues in regional Victoria. She has held board positions with the RACV, Goulburn Murray Water and the Law Institute of Victoria and is a trustee of the GV Health Foundation.



Councillors

For the period 1 July 2022 to 9 March 2023, Moira Shire Council was governed by locally elected Councillors.

On 7 March 2023, the Victorian State Government introduced a Bill to dismiss Moira Shire Council following recommendations from a Commission of Inquiry and the Parliament of Victoria voted to dismiss the Moira Shire Councillors.

The Bill received Royal Assent on 9 March 2023, with the *Local Government (Moira Shire Council) Act 2023* coming into effect on the 10 March 2023.

The details of the Councillors and period served for the 2022/23 year are as follows:

<p>Cr Peter Lawless</p>  <p>1 July 2022 to 9 March 2023</p> <p><i>Cr Lawless served as Mayor from 8 November 2022 to 9 March 2023 and also a Deputy Mayor from 1 July 2022 to 7 November 2023.</i></p>		<p>Cr Julie Brooks</p>  <p>1 July 2022 to 9 March 2023</p> <p><i>Cr Brooks served as Deputy Mayor from 8 November 2022 to 9 March 2023.</i></p>	
<p>Cr John Beitzel</p> <p>1 July 2022 to 3 November 2022*</p>	<p>Cr Wendy Buck</p> <p>12 December 2022 to 9 March 2023**</p>	<p>Cr Ed Cox</p> <p>1 July 2022 to 9 March 2023</p>	<p>Cr Peter Elliott</p> <p>1 July 2022 to 9 March 2023</p>
<p>Cr Judy Heather</p> <p>1 July 2022 to 9 March 2023</p>	<p>Cr Wayne Limbrick</p> <p>1 July 2022 to 9 March 2023</p>	<p>Cr Libro Mustica</p> <p>1 July 2022 to 3 November 2022*</p> <p><i>Cr Mustica served as Mayor for this entire period.</i></p>	<p>Cr Scott Olson</p> <p>6 December 2022 to 9 March 2023**</p>

* Resignations received from Councillors

** Elected through Countback

Our People

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 2023 are described below.

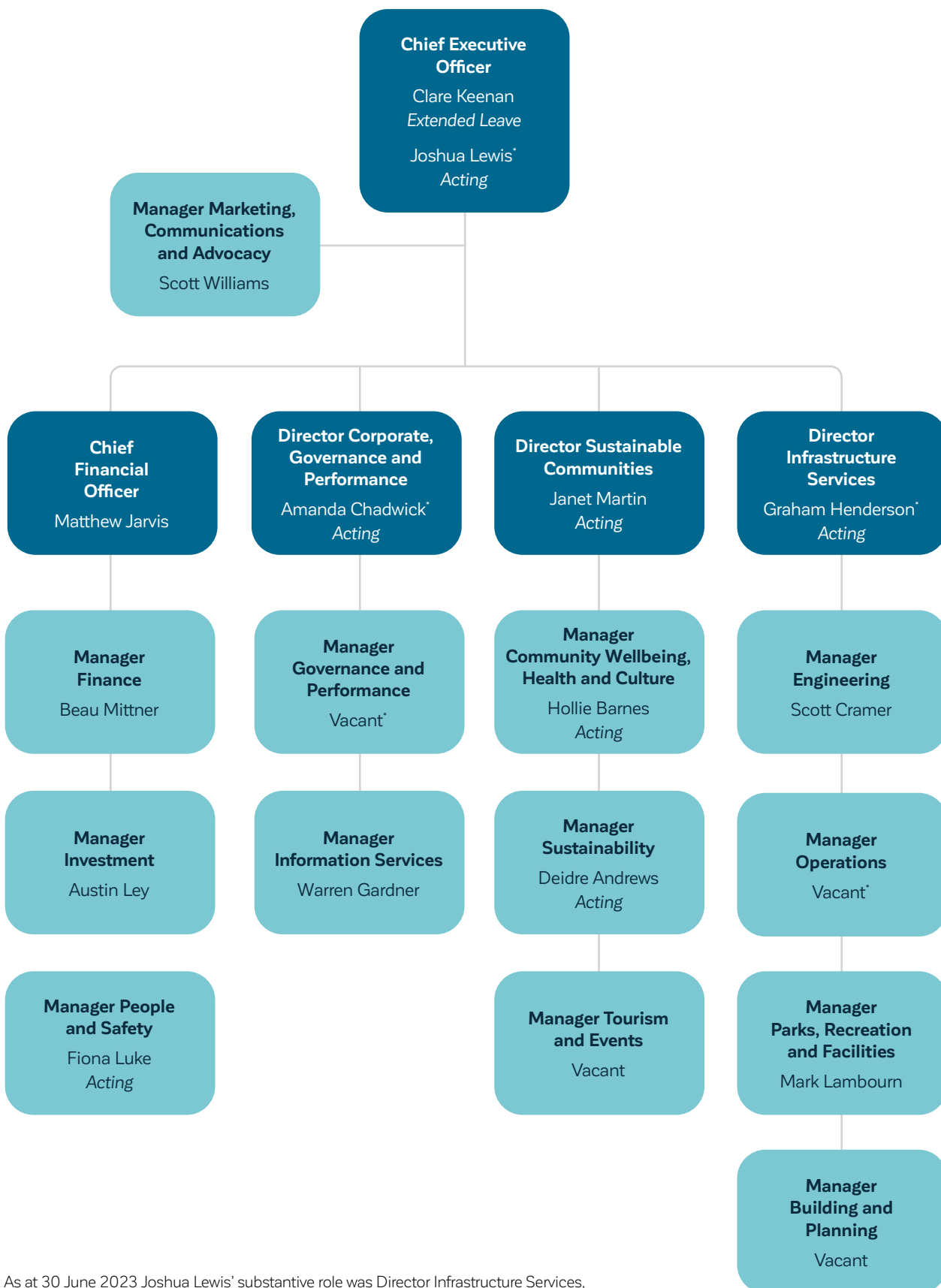
<p>Chief Executive Officer</p> <p>Clare Keenan* Joshua Lewis** <i>Acting</i></p> <ul style="list-style-type: none"> • Executive Leadership • Marketing, Communications and Advocacy 	<p>Chief Financial Officer</p> <p>Matthew Jarvis</p> <ul style="list-style-type: none"> • Finance • Commercial Services • Investment • Plant and Fleet • People and Safety 	<p>Director Corporate, Governance and Performance</p> <p>Amanda Chadwick <i>Acting</i></p> <ul style="list-style-type: none"> • Governance and Performance • Customer Experience • Information Services
<p>Director Infrastructure Services</p> <p>Graeme Henderson <i>Acting</i></p> <ul style="list-style-type: none"> • Construction and Assets • Operations • Planning and Building • Parks, Recreation and Facilities 	<p>Director Sustainable Communities</p> <p>Janet Martin <i>Acting</i></p> <ul style="list-style-type: none"> • Community Wellbeing, Health and Culture • Sustainability • Regulatory Services • Tourism and Events 	

* Clare Keenan was on a period of extended leave as at 30 June 2023.

** Joshua Lewis' substantive role is the Director Infrastructure Services.

Organisational structure

A chart setting out the organisational structure of Council as at 30 June 2023 is shown below.

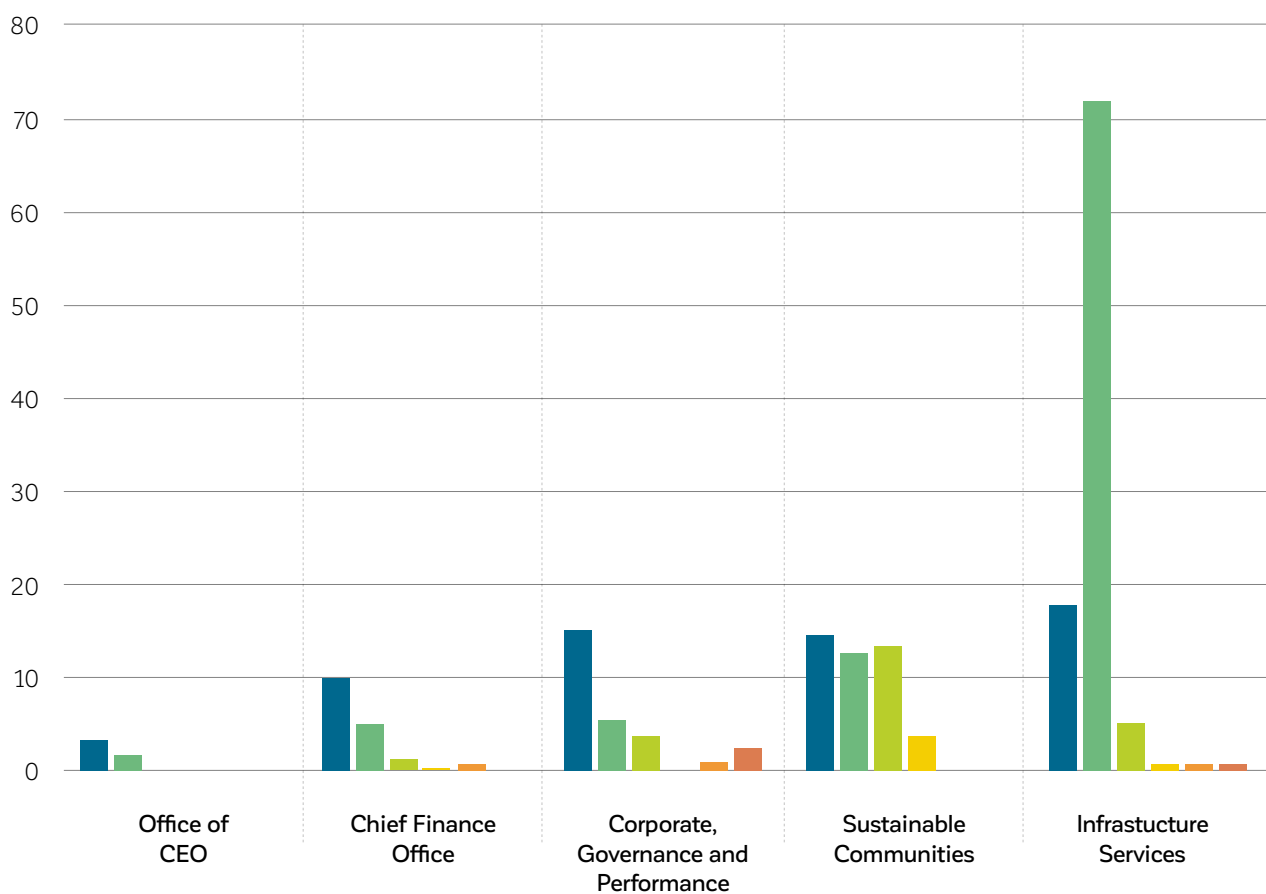


* As at 30 June 2023 Joshua Lewis' substantive role was Director Infrastructure Services, Graham Henderson's substantive role was Manager Operations and Amanda Chadwick's substantive role was Manager Governance and Performance.

Council staff

A chart setting out the organisational structure of Council as at 30 June 2023 is shown below.

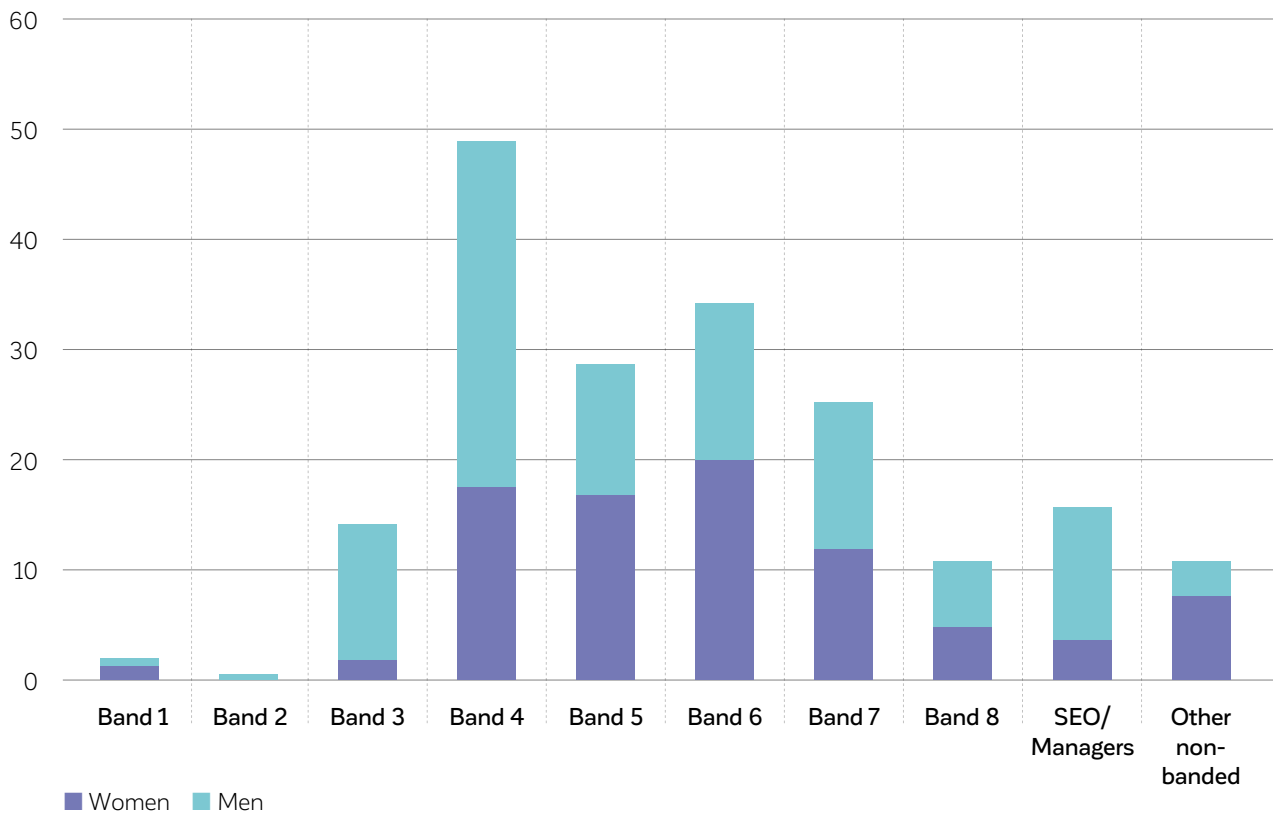
Employee type/gender	Office of CEO	Chief Finance Office	Corporate, Governance & Performance	Sustainable Communities	Infrastructure Services	Total
	FTE	FTE	FTE	FTE	FTE	FTE
■ Permanent FT – W	3	10	15	15	18	60
■ Permanent FT – M	2	5	5	13	71	96
■ Permanent PT – W	-	1	4	13	5	23
■ Permanent PT – M	-	0	0	4	1	4
■ Casual – W	-	0	1	1	0	2
■ Casual – M	-	0	0	2	1	4
Total	5	16	24	47	96	189



■ Permanent FT – W ■ Permanent FT – M ■ Permanent PT – W ■ Permanent PT – M ■ Casual – W ■ Casual – M
 FT – Full time PT – Part time F – Female M – Male

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

Employment Classification	Women	Men	Total
	FTE	FTE	FTE
Band 1	1	1	2
Band 2	0	1	1
Band 3	2	12	14
Band 4	17	31	49
Band 5	17	12	29
Band 6	20	14	34
Band 7	12	13	25
Band 8	5	6	11
SEO/Managers	4	12	16
Other non-banded	8	2	10
Total	86	104	189



Equal Employment Opportunity Program

Council has implemented an equal employment opportunity program, 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.

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 values a diverse and skilled workforce and is committed to maintaining an inclusive and collaborative workplace culture.

Organisational culture is at the forefront of Council's mind, with Council participating in the Victorian Public Sector Commission's People Matter (employee opinion) Survey during 2023. The survey outcomes will be reviewed to determine gaps and key deliverables.

Council has also developed a Competency Framework during the period which establishes common standards of behaviour to guide the way we work. The framework developed in consultation with all staff, is based on our core values of Respect, Honesty, Accountability, Teamwork and Integrity and is designed to provide a comprehensive and structured approach to assessing and developing the behavioral competencies required for effective job performance and a positive workplace culture.

Council also:

- Aims to maintain a safe and inclusive working environment through the delivery of staff training and improved workplace practices.
- Ensures that recruitment processes adhere to equal employment opportunity requirements.
- Strives to attract and retain talented people with a broad range of skills and experiences.
- Is working to grow its Trainee, Apprenticeship and Graduate program, including providing targeted opportunities.
- Actively promotes the range of flexible work options available at Council.

Values and behaviours

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

Our organisational values are:

- Respect
- Honesty
- Accountability
- Team Work
- 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.

Workforce planning

In 2022/23, Council continued to work through its 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 continues to 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.

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 has 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 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.



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.

Council's corporate training during 2022/23 consisted of:

- Changing Gears Program – Transition to Retirement
- Prepare to work safely in the construction industry (Construction Induction)
- Dealing With Conflict training
- OHS Training for Managers and Supervisors
- Prepare and apply chemicals to control pest, weeds and diseases and transport and store chemicals training
- Maintain chainsaws, trim and cut felled trees and operate polesaw training
- First aid and CPR
- Moot Court
- Orientation Days for new staff
- Competency Framework
- Introduction to Local Government
- School Crossing Supervisor Training Day
- HSR Training – initial 5-day course
- HSR Refresher Training
- Having Hard Conversations and Communication Techniques for Senior Leaders
- MSC Asbestos Awareness
- IT Security Training

Nine staff undertook formal study (undergraduate and postgraduate level) while obtaining educational assistance under Council's policy.

Council continues to support 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 2022/23, Council supported four apprentices in our Parks and Gardens departments and two apprentices for our Operations department 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, Administrators, 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 Councillors, Administrators, staff, family members or volunteers.

In the 2022/2023 year, Council increased access to the EAP services from four sessions to six to better support our employees.

Health and safety

Council focuses 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 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:

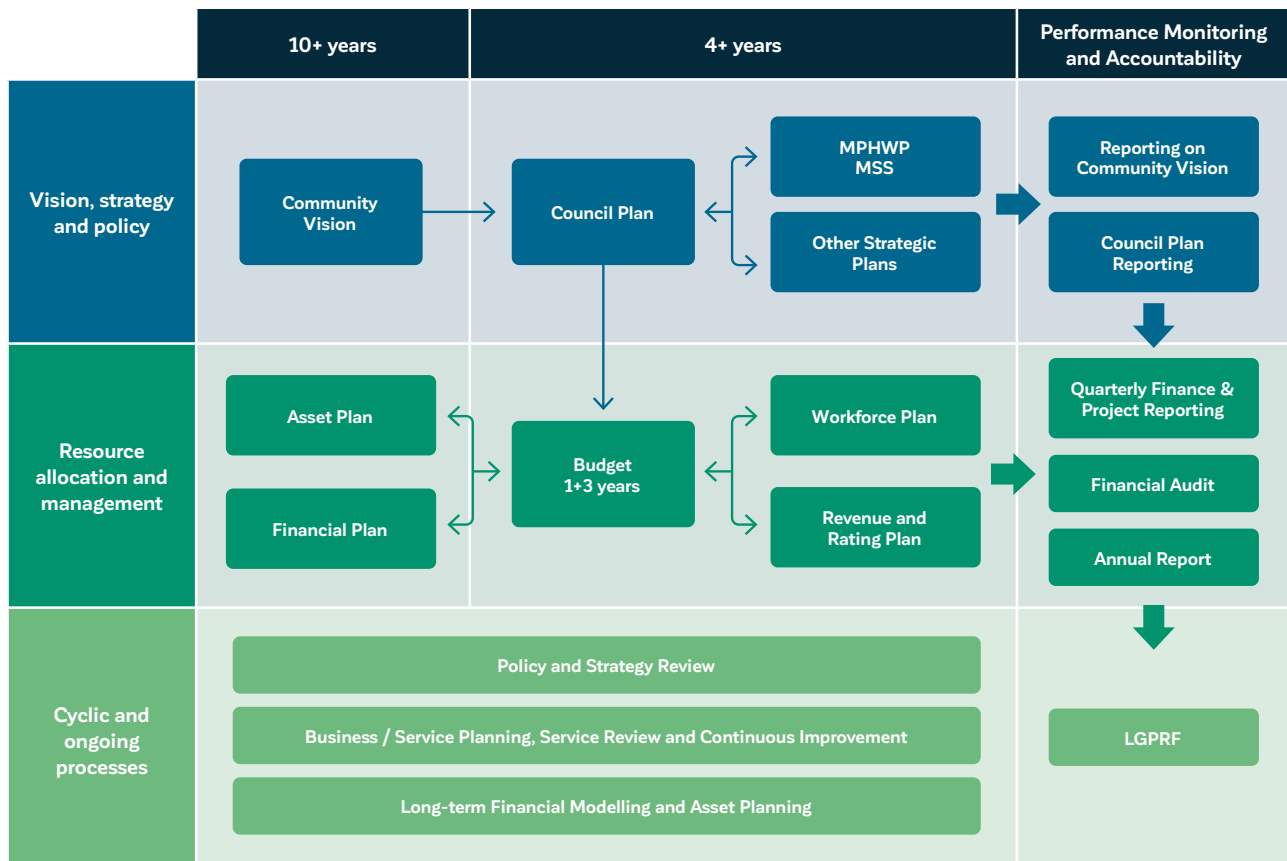
- A Community Vision (for at least the next 10 financial years);
- A Council Plan (for at least the next 4 financial years);
- A Financial Plan (for at least the next 10 financial years);
- An Asset Plan (for at least the next 10 financial years);
- A Revenue and Rating Plan (for at least the next 4 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 2022/23 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 2022/23 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**

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

- We continue to implement our Arts and Culture Strategy, which has included renewing our funding agreement with the four Creative Hubs to deliver arts and culture events and programs across the shire. We also entered into a Memorandum of Understanding with Regional Arts Victoria to deliver mentoring support to the hubs.
- Development and adoption of a Play Strategy, which will underpin our current and future investment in play spaces across the shire.
- We worked with St James & District Voice Committee to develop and launch a Community Plan for St James and District. Community planning activities have also commenced for the Strathmerton and Barmah communities.
- Continuing to implement our Wellbeing for All Ages Strategy 2021-2025 in partnership with the local health services and community learning centres.
- We adopted a Geographic Naming Policy, which will support naming practices that recognize history and heritage of our towns, recognise our traditional owners and recognise more women in commemorative naming.
- We reviewed our Community Strengthening Grants Program Policy, which resulted in a new funding stream being added to the program.
- We collaborated with Cobram Community House, Yarrawonga Community House and Numurkah Community Learning Centre to deliver the Community Shower Program in these towns, which is targeted at the homeless population.

- We commenced free breast-feeding support services at our new Lactation Clinic located at the Numurkah Maternal and Child Health Centre.
- We appointed an All Abilities Advisory Committee who meet bi-monthly. We also developed a draft All Abilities Action Plan in consultation with the committee and the community, which is expected to be finalised in the first quarter of 2023/24.
- In partnership with FReeZA, many youth events were held across the shire including North East Skate Park Series Day, Skateboard Art Workshops, Roller Disco, Hang Out's, Free Outdoor Movie Nights and Pool Parties.
- We supported the Victorian Seniors Festival and the contribution our seniors make to the community. Council provided grant funding to support Senior Citizens Clubs throughout the shire to host various events.
- Completion of a number of projects to community facilities including:
 - Playground renewals at George Graham Park Wungnhu and Cox Park Cobram
 - Installation of a new spectator shelter at the Numurkah Showground for the junior cricket and football oval
 - Installation of outdoor gyms in both Cobram and Yarrawonga
 - New netball courts at the Nathalia Recreation Reserve.
 - New shade structure over playground in Murray Heights Cobram
 - Wave seat installation at Louis Hammond Park Numurkah
 - Picola silo art walk way
 - Equestrian arena at Tungamah Recreation Reserve



Other highlights

- Our shire hosted the 2022 Tri State Games, which saw more than 300 people with disability compete in a range of sporting activities against their peers from Victoria, New South Wales and South Australia.
- We worked in partnership with Lifesaving Victoria, Barooga Aquatic Recreation Centre and YCMA to deliver the first Bush Nippers Program in the area targeted at swimming safety for children between 5- 14 years.
- We celebrate the communities, achievements and diversity by participating in a number of initiatives each year such as Australia Day Awards, Cultural Diversity Week, International Women's Day, Volunteer Week, NAIDOC Week, Reconciliation Week and Refuge Week.
- We have regular Health Promotion Meetings with local health services, NCN Health and Yarrawonga Health, to ensure that organisations work collaboratively together to ensure compliance with the Public Health and Wellbeing Act 2008.
- We deliver a range of programs to the community including Maternal and Child Health and Immunisation Services, Environmental Health services, Mosquito Monitoring and Syringe Disposal programs.
- We delivered the Live4Life positive mental health awareness program across secondary schools in partnership with the schools and other community organisations including Uniting Care Vic/Tas and Headspace. More than 800 students across both junior and senior school students completed Mental Health First Aid sessions for the year. The student Crew Members across eight secondary schools in the shire also trained as Mental Health Ambassadors.
- We set up a Flood Recovery Hub in Nathalia to provide information and support to community members impacted by the flood event, with assistance available from a range of service providers.
- We are progressing our Gender Equality Action Plan 2021-2025.
- As part of implementation of our Gender Equality Action Plan, we partnered with NCN Health to acknowledge IDAHOBIT (International Day Against Homophobia, Biphobia and Transphobia) Day and displaying the rainbow flag at our Service Centre.
- We participated in the 16 Days of Activism against Gender Based Violence campaign through conducting a variety of activities including social media awareness posts, lighting up around the shire in orange and Councillors wearing orange pins to a Council Meeting.
- We have been working with our Seniors Citizens groups to streamline their meeting structure and processes by developing meeting procedures.
- We are in the process of developing a Policy Framework, which will ensure that Gender Impact Assessments for any Council Policy that has a direct and significant impact on the community are incorporated in the policy development/ review process.
- We commenced planning for the relaunch of Youth Council, which is expected to occur during 2024.
- Development of a Municipal Recovery and Resilience Plan is underway which will address a number of key pillars, including people and wellbeing following the 2022 Flood Event.

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	Result this year was 40, down from 48 in the previous year.
	Consultation and engagement	Result this year was 41, down from 45 in the previous year. Refer to further commentary in Pillar 5 – Service Performance Indicators.
	Community decision making	Result this year was 41, down from 48 in the previous year.
By using the Local Government Performance Reporting Framework we can measure our improvements in:	Maternal and Child Health Statistics	Maternal and Child Health participation and cost statistics remain stable. Further commentary and data is available in Pillar 1 – Service Performance Indicators.
	Aquatic facilities Use and Management	Utilisation of aquatic facilities have declined and service cost has increased. Further commentary and data is available in Pillar 1 – Service Performance Indicators.
	Library Use and Management	While the cost of library service has marginally increased, utilisation, participation and resource standards have also increased marginally. Further commentary and data is available in Pillar 1 – Service Performance Indicators.

▲ Improved
 ■ Stable
 ▼ Below expectation



Services

The following statement provides information in relation to the services funded in the 2022/23 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.	1,169
		860
		(309)
Community and Recreational Development	This service is responsible for working with the community, stakeholders and partner agencies to develop long-term community plans.	814
		1,320
		506
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.	154
		209
		55
Community Services – Youth	This manages youth services and events that connect and engage Moira's younger citizens.	99
		164
		65
Drainage	This program provides drainage as part of its network of rural and urban roads service.	434
		308
		(126)
Events	Supporting official events across the shire including Australia Day, Citizenship Ceremonies, Cultural Diversity Week, and International Women's Day.	204
		192
		(12)
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.	833
		835
		2
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.	55
		260
		205
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.	383
		483
		100
Property Management	Systems used to manage Council leases, tenure arrangements, disposal and acquisition of property.	(421)
		(88)
		333
Recreation and Safety	Council operates two sports centres, along with 19 recreation reserves and four showgrounds.	1,217
		960
		(257)
Roads and Bridges	This program provides a network of rural and urban roads, urban footpaths and drainage to the community.	509
		3,974
		3,465
School Crossing Supervision	To provide for the safe passage of children and adults when using school crossings during nominated hours.	60
		96
		36
Swimming Pools	Council operates five outdoor aquatic facilities and one indoor aquatic facility as well as a splash park.	1,115
		919
		(196)

Major initiatives

The following statement reviews the progress of Council in relation to major initiatives identified in the 2022/23 budget for the year.

Major Initiatives	Progress	Results and Highlights
Implement our Wellbeing for All Ages Strategy 2021-2025 for healthy, supported, safe, inclusive and prosperous communities and healthy environments	Ongoing	<p>We continue to implement the strategy with bi-monthly partnership meetings with health providers to progress actions.</p> <p>Some highlights include:</p> <ul style="list-style-type: none"> • Delivery of Live4Life mental health first aid training across our communities. • Responding to needs for the Japanese Encephalitis vaccine to be delivered to eligible community members. • Establishing Community Shower Programs in Yarrawonga, Cobram and Numurkah.
Support community projects throughout the shire, with approximately \$200,000 allocated for Strengthening Grants in 2022/23	Ongoing	<p>We supported 46 groups through the Community Strengthening Grants program during 2022/23, providing more than \$130,000 in funding in total.</p> <p>Our Community Strengthening Grants Policy was reviewed, which resulted in a new funding stream being added to the program.</p>
Upgrade of the Yarrawonga Splash Park and undertaking of other renewals at our aquatic facilities across the shire	In progress	<p>The Yarrawonga Splash Park upgrade is in its final stages and is expected to be completed ready for summer 2023/24.</p> <p>Aquatic Plant Room Renewals at all pool sites and a renewal of the Numurkah Pool lining has been completed.</p>
Implementation of Council's Gender Equality Action Plan 2021-2025 to make our organisation a more inclusive and to comply with the requirements of the Gender Equality Act 2020	Ongoing	<p>We continue to implement the actions from the plan and will report on progress in accordance with the requirements of the <i>Gender Equality Act 2020</i>.</p>
Celebrate the diversity and achievements of the Moira Shire community with Australia Day Awards, Citizenship Ceremonies, Cultural Diversity Week, and International Women's Day events and promotion	Ongoing	<p>We continue to celebrate and promote these initiatives each year.</p>
Renewal of the netball courts at the Nathalia Recreation Reserve, new changing room facilities at the Katunga Recreation Reserve and to renew the lighting at the Yarroweyah Recreation Reserve	Partially complete	<p>New netball courts at the Nathalia Recreation Reserve have been completed.</p> <p>Katunga Recreation Reserve change room facilities and Yarroweyah lighting renewal projects have been carried over for delivery in the 2023/24 Budget (subject to grant funding).</p>

Major Initiatives	Progress	Results and Highlights
Yarrowonga Library, Events and Performance Precinct project at the Yarrowonga Town Hall	Carried over	<p>Project delays experienced. Carried over to the 2023/24 Budget.</p> <p>Site preparation earthworks have been completed. A Building Permit has been issued to partnering sub-contractor. Works are scheduled to start on the site in late October 2023, which will involve drainage and all underground services in readiness of Stage 1 of the build.</p>
First stage of the Yarrowonga Multisport Stadium	Carried over	<p>Project delays experienced. Carried over to the 2023/24 Budget.</p> <p>Site drainage detailed design is near completion and the next stage will be to go out to tender for a contractor to complete these works. Final design of Stage 1 is scheduled for completion in November 2023. The Project Steering Committee will then review and accept the design, and will collaborate to obtain a Building Permit and go out to tender for construction.</p>
Increased investment in our local roads through road sealing, asphaltting, gravel roads and shoulder re-sheeting	Delayed	<p>Delivery of the road resealing and asphaltting, gravel road and shoulder re-sheeting programs were delayed due to the October 2022 flood event and resourcing being allocated to clean up and recovery. Delivery of these programs will continue in 2023/24.</p>
Drainage renewals and upgrades at many locations around the shire including Pasley Street Bundalong, Karook Street/Scott's Oval Cobram, Manifold and Harcourt Streets Nathalia	Carried over	<p>Carried over for delivery in the 2023/24 Budget.</p>
Bridge renewals including Bartrops Bridge, Bourke's Bridge and replacement of the Wilby Bridge, subject to grant funding	Carried over	<p>The Bourke's Bridge and Bartrops Bridge renewals have been carried over for delivery in the 2023/24 Budget (subject to grant funding).</p> <p>The Wilby Bridge project is being put forward for the Local Road and Community Infrastructure State Government funding program.</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				Material variations
	2020	2021	2022	2023	
LIBRARIES					
Utilisation					
Physical library collection usage <i>[Number of physical library collection item loans / Number of physical library collection items]</i>	2.44	2.08	2.19	2.26	Marginal increase in collection usage.
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>	51.31%	53.91%	51.07%	49.74%	Marginal decrease in library items purchased.
Service cost					
Cost of library service per population <i>[Direct cost of the library service / Population]</i>	\$20.34	\$20.44	\$20.12	\$20.55	Marginal increase in library cost.
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] x100</i>	15.61%	14.72%	13.08%	13.09%	Slight increase in borrowers from previous year.
ROADS					
Satisfaction of use					
Sealed local road requests <i>[Number of sealed local road requests / Kilometres of sealed local roads] x100</i>	17.01	22.38	25.12	30.64	Increase in requests as a result of sealed road condition deterioration (especially potholes) caused by October 2022 rain and flood event.
Condition					
Sealed local roads maintained to condition standards <i>[Number of kilometres of sealed local roads below the renewal intervention level set by Council / Kilometres of sealed local roads] x100</i>	94.65%	95.88%	96.06%	98.49%	Sealed local roads continue to be maintained at a high level.

Service/Indicator/measure	Results 2020	2021	2022	2023	Material variations
ROADS (CONT.)					
Service cost					
Cost of sealed local road reconstruction <i>[Direct cost of sealed local road reconstruction / Square metres of sealed local roads reconstructed]</i>	\$50.64	\$30.69	\$19.51	\$44.51	Sealed local roads included reconstruction of a 2.5km feeder road to works conducted by Regional Roads Victoria, also reconstructed roads were previously unsealed urban roads, requiring additional works to bring the road asset up to sealed standard. Costs also higher due to supplier labour and materials costs in line with market conditions.
Cost of sealed local road resealing <i>[Direct cost of sealed local road resealing / Square metres of sealed local roads resealed]</i>	\$4.46	\$5.07	\$3.80	\$5.95	Increase in supplier labour and materials costs in line with market conditions, this has been experienced by most Councils.
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>	51.00	52.00	43.00	35.00	Decrease in satisfaction as a result of sealed road condition deterioration (especially potholes) caused by October 2022 rain and flood event.
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>	1.14	0.86	0.29	1.00	Inspections have been conducted on all Council's aquatic facilities. Previous year result was low 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>	\$11.70	\$17.08	\$18.05	\$20.89	Yarrowonga Foreshore Waterslide was decommissioned in April 2022. This has resulted in lower utilisation of Council's aquatic facilities and less revenue.
Utilisation					
Utilisation of aquatic facilities <i>[Number of visits to aquatic facilities / Municipal population]</i>	2.11	1.34	1.68	1.50	Yarrowonga Foreshore Waterslide was decommissioned in April 2022. This has resulted in lower utilisation of council's aquatic facilities in 2022/23, with an average of 7,835 less visits due to this closure.

Service/Indicator/measure	Results				Material variations
	2020	2021	2022	2023	
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>	98.62%	95.33%	100.56%	97.50%	During the reporting period the Maternal and Child Health Team have introduced a number of new programs to support parents and the growth and development of their child. <ul style="list-style-type: none"> • Infant Program promotes healthy eating and active play. • Play Therapy program helps children problem solve and learn to socialise in a supportive environment.
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>	100.55%	101.25%	100.28%	100.28%	Council continues to remain at high number of infants enrolled in the Maternal and Child Health Service.
Service cost					
Cost of the MCH serviceⁱ <i>[Cost of the MCH service / Hours worked by MCH nurses]</i>	\$85.97	\$100.64	\$101.90	\$107.14	Enhanced Maternal Child Health Services hours have increased, this will allow more home visits that will assist families with extra support and guidance.
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>	81.89%	83.18%	85.65%	83.38%	Participation rates across the shire have remained consistent with previous years. Council proactively monitors the participation of children who attend the service to ensure vulnerable children are followed up. An increase in Enhanced hours will allow more home visits that will assist families with extra support and guidance.
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>	94.81%	93.83%	93.67%	89.13%	Maternal and Child Health Service continues to have a valuable relationship with the Cumberagunja Aboriginal Cooperative and the Rumbalara Aboriginal Cooperative to provide Maternal and Child Health and Immunisation services. Regular cultural safety education is conducted for staff and Key Age Assessment packs are tailored for Aboriginal and Torres Strait Islanders families are part of a number of ways which the MCH service are improving centre visit engagement. MCH services manages a family alert system that facilitates engagement and follow up with all families that attend the service.



Pillar 2:
**A Diverse and
Dynamic Economy**

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

- We are currently implementing our Tourism Plan 2022-2026 which guides tourism activities and investments.
- We provided approximately 65 businesses funding to the value of \$2,000 towards upgrading their shopfronts through the Shopfront Upgrade Grants Scheme.
- We held the Dollar Discovery Weekend local tourism campaign in July 2022, which encouraged locals to support tourism operators. The campaign saw more than 1,400 offers purchased by Moira Shire residents.
- We launched the Melbourne to the Murray Silo Art Road Trip tourism campaign.
- We undertook a Community Transport Review with more than 200 responses from the community informing the review. The results will be used to advocate for improvements in community transport in the shire.
- We held the Business Achievement Awards to celebrate the success and achievements of our local businesses. Council received more than 840 nominations during the award nomination period and more than 19,000 votes from the community.
- A review of the Numurkah Recreational Vehicle Friendly overnight parking trial has been completed with a decision made to continue overnight parking of self-contained RVs at the Lion's Park, Numurkah.
- We now have more than 30 local businesses participating as a Visitor Information Point (VIP) to promote tourism within the shire. The VIP network sees more than 1 million visitors into these local businesses each year.
- We delivered the Moira Shire Tourism Winter Campaign, which was a collaboration between Council and tourism operators to offer accommodation packages to drive demand for bookings in the winter season. We set up a landing page and promoted businesses on Facebook and Instagram, with 18 businesses involved in the campaign.



- A flagship tourism product, Beaches of the Murray, was developed which promotes our 67+ beaches between Bundalong and Barmah.
- A modernised new look Official Visitor Guide has been developed and produced.
- We delivered Tender Writing Workshops with local businesses to support and educate them on applying for works with Council.
- REMPLAN completed an Economic Opportunities Study on behalf of Council. The study identifies a range of issues and opportunities relevant to the future of the area and seeks to provide a strong platform on which Council can identify a range of actions that will increase the economic capacity of the shire and in turn, improve the sustainability and resilience of local industry.
- We have been successful in an application for funding through the Victorian Planning Authority Streamlining for Growth Fund towards undertaking an Economic and Land Use Strategy and Framework for the Numurkah/Strathmerton Growth Corridor.
- We supported more than 100 businesses with marketing, either through video content or imagery or by featuring on Moira Shire communication channels.
- We are involved in the Startup Shakeup program, which delivers programs and events for supporting and improving small businesses.
- A refreshed edition of the Murray Farm Gate Trail has been developed with five new operators included.






Other highlights




- We continue to build relationships with Victoria Tourism Industry Council, Visit Victoria and neighbouring shires looking for ways to collaborate and support tourism operators and we also support tourism organisations such as Sydney Melbourne Touring Inc, Murray Regional Tourism and Business Events Victoria to raise our tourism profile.
- We continue to investigate opportunities for development of solar farms in the shire, with a 90MW solar farm in Wungnhu under development.
- We are supporting Murray Regional Tourism in the development of a detailed business case for phases 2 and 3 of the Murray River Adventure Trail.
- Together with Mark Bloodworth from Lifeblood Performance, we have created Moira Business Hubs to support individual owners with their business challenges, discuss the work they are doing to improve outcomes and plans for the future. This year's hub concentrated on the motor trade with six businesses across the shire participating. The next hub will focus on building trades in Yarrawonga.
- We refer businesses experiencing financial difficulties to AgBiz Assist, which is a Regional Small Business Support Program that provides free and confidential support for small businesses that may require financial advice or other support.

- We have been working with developers and landowners to facilitate the creation of new industrial estates within the shire, in addition to residential and commercial development. This has included working collaboratively with developers to deliver two new industrial estates in Numurkah and Cobram.
- We continue to advocate for improved digital connectivity within the shire, with Council and NBN partnering to hold events in our four major towns, including a presentation by NBN to businesses about digital connection solutions.
- Development of an Investment Strategy in progress with internal consultation activities underway. The strategy will also be informed by the Economic Opportunities Study undertaken
- We are advocating for protecting our water irrigation assets in Moira Shire.
- Development of a Municipal Recovery and Resilience Plan is underway which will address a number of key pillars, including business and economy following the 2022 flood event.

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:	Sealed local roads		Result this year was 35, down from 43 in the previous year.
	Lobbying on behalf of the community		Refer to further commentary in Pillar 1 – Service Performance Indicators. Result this year was 38, down from 46 in the previous year.
By using the Local Government Performance Reporting Framework we can measure our improvements in:	Statutory Planning statistics		While there has been an increase in the service cost, there has been a 39% increase in planning applications decided in the required timeframes since the previous year. Refer to further commentary in Pillar 2 – Service Performance Indicators.
	Road Network statistics		While sealed local roads continue to be maintained at a high level, service costs have increased and community satisfaction has significantly declined. Refer to further commentary and data is available in Pillar 1 – Service Performance Indicators.
By using the various government tourism monitoring tools including Murray Regional Tourism we can measure our improvements in tourism promotion and visitors to the area.			Total domestic visitors to the area between April 2022 to March 2023 increased by 2.9% from the previous year.

 Improved  Stable  Below expectation



Services

The following statement provides information in relation to the services funded in the 2022/23 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 Yarrowonga Aerodrome used by general aviation industry.	138
		105
		(33)
Arts and Culture	Service committed to actively shaping the future for Moira residents through arts and culture activities and programs.	167
		348
		181
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.	477
		870
		393
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.	730
		889
		159
Planning	Undertakes statutory and strategic land use planning as well as enforcement of the planning scheme.	(16)
		607
		623
Tourism	This service supports our tourism sector through marketing, industry and product development.	835
		927
		92
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.	343
		549
		206

Major initiatives

The following statement reviews the progress of Council in relation to major initiatives identified in the 2022/23 budget for the year.

Major Initiatives	Progress	Results and Highlights
Support arts and culture within the shire by working with the four Art Hubs to support diverse events and activity across the shire and continuing to implement our Arts and Culture Strategy 2020-2026	Ongoing	<p>We worked with our four Creative Arts Hubs in their ongoing development and delivery of events for Moira residents and creative businesses.</p> <p>We also have an ongoing support program with Regional Arts Victoria.</p> <p>We partnered in local events, activities and programs to deliver outcomes of the strategy.</p>
Install a second public toilet in St James to support silo art tourism and to meet the demand of visitors to that region	In progress	As at 30 June 2023, delivery of this project was underway.
Development of an Investment Strategy to ensure return on investment of economic development and investment activities	In progress	Planning for development of the strategy is progress, with internal consultation activities underway.
Implement our newly adopted Tourism Plan	In progress	We are implementing our Tourism Plan 2022-2026 which guides future tourism activities and investments.
Implement Goulburn Valley Designated Area Migration Agreement (DAMA) initiative with Greater Shepparton City Council and Campaspe Shire Council	Ongoing	Under the DAMA (Designated Area Migration Agreement) in which Council is a partner, employers in the GV area who are experiencing skills and labor shortages can apply for endorsement to enter into a DAMA labour agreement. Nine applications within the shire have been made with a further eight underway.
Support businesses to become Visitor Information Points across the Shire	Ongoing	There are now more than 30 businesses across the shire that have been supported to become Visitor Information Points.
Undertake key compliance works at the Yarrowonga Aerodrome taxiway	Carried over	This initiative has been carried over for delivery in the 2023/24 Budget.



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 2020	2021	2022	2023	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>	56.00	59.50	66.00	69.00	Slight increase in median time due to backlog of applications being processed and staff resourcing issues. Determinations made exceed applications received which is a reversal of the previous 2 years trends.
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>	64.23%	58.99%	45.09%	62.87%	Despite the backlog of applications being processed and staff resourcing issues, the team has worked hard at improving overall service standards, with the results showing a 39% increase in deciding planning applications within the required time frames.
Service cost					
Cost of statutory planning service <i>[Direct cost of statutory planning service / Number of planning applications received]</i>	\$1,447.26	\$923.26	\$956.90	\$1,199.68	Slight decrease in absolute number of applications received and an increase in resources.
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>	100.00%	0.00%	66.67%	0.00%	No VCAT appeals decided within the reporting period.





Pillar 3:
**A Clean and Green
Environment**

Key achievements and projects delivered

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





- We developed and subsequently endorsed our Environmental Sustainability Strategy 2022-2026 which will support and encourage an environmentally sustainable community and organisation as well as supporting us to protect and enhance biodiversity in Moira Shire.
- We installed Electric Vehicle Charging Stations at Federation Park in Cobram and at the Hovell Street Carpark in Yarrawonga.
- Solar Charge Picnic Tables were installed at a number of popular locations in Cobram, Nathalia, Numurkah, Strathmerton and Yarrawonga as part of the State Government's Outdoor Activation Grants.
- We have entered into an agreement with VECO (Victorian Energy Collaboration) to source 100% of our electricity from renewable sources for 9.5 years. This will result in a 72% reduction in emissions.
- Hydrations stations have been installed at the Katunga Recreation Reserve, Newman Square Numurkah and Jack Edwards Park Barmah.
- Collaborative Procurement for waste and recycling services across the Hume region resulting in a new contract for Moira Shire.
- We opened a Rural Tree Scheme in July 2022, which allows and encourages rural landowners to purchase indigenous plants for their properties at a subsidised price.
- We continue to implement our Waste Management and Services Strategy and this has included progressing the construction of Cell 9 at the Cobram Landfill. We also conducted a review of our Kerbside Landfill, Recycling and Organic Collection Policy.
- We are moving towards early introduction of a 4-bin service to the community as part of the implementation of the State Government's Circular Economy Policy. Glass and Organics drop-off facilities have also been installed at Resource Recovery Centre's and Landfill.
- We updated our waste acceptance and price guides on Council website and across all waste facilities.




Other highlights

- We visit schools across the shire, 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.
- We have commenced developing our next Corporate Emissions Reduction Plan, which will ensure we continue to adapt and lead by example in responding to climate change and reducing our carbon footprint.
- We have an active partnership with the Goulburn Broken Partnership Team and continue to work with other partners on catchment health.
- We have Recycling stations available for the community to use at each major township to accept items not able to be disposed of in a kerbside service.
- In conjunction with Landcare groups, we held tree-planting days across planting season to increase green spaces across the municipality.
- We continue to enforce native vegetation regulations through auditing of the planning permit process and enforcement action for illegal removal for vegetation.
- Development of a Municipal Recovery and Resilience Plan is underway which will address a number of key pillars, including environment and biodiversity following the 2022 flood event.
- We worked with EPA (Environmental Protection Authority) and ERV (Emergency Recovery Victoria) to provide a comprehensive response to flood clean-up including threats to the environment such as asbestos, chemicals and dead livestock.

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:	Waste Collection Statistics	 Refer to comments and statistics in Pillar 4 Service Performance Indicators.
	Contamination Rates in organic waste	 0.50% Contamination Rate in organic waste, which increased from the previous year. The impacts of the floods on waste diversion due and processing sites was a factor.
	Quantity of Organic Waste Diverted	 3,646 tonnes of Organic Waste diverted, which is 33.53% of total waste collected from kerbside bins, and less than last years diversion rate.
	Reduction in Council CO2 emissions	 Stationary emissions (electricity and gas combined) have increased by 4% since the previous financial year. This has resulted in an overall increase of corporate emissions by 5.2% from the previous financial year. An increase in energy use compared to last financial year can be attributed to staff and buildings being in full operation with no COVID-19 restrictions.

 Improved  Stable  Below expectation



Services

The following statement provides information in relation to the services funded in the 2022/23 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.	377
		777
		400
Kerbside Garbage Service	This service provides collection of kerbside garbage materials from households.	61
		52
		(9)
Landfill / Transfer Stations	Operational management of Council's landfill site at Cobram and nine transfer stations including monitoring to maintain environmental standards.	(290)
		257
		547
Natural Resources	Responds to planning and other referrals relating to natural resource management, including the joint management of Kinniards Wetlands with other agencies.	(30)
		51
		81
Organic Waste Service	This service provides collection of kerbside organic waste materials from households.	142
		58
		(84)
Parks and Gardens	This program involves the maintenance and upgrade of Council's parks and gardens, reserves, town entrances and open spaces.	3,809
		5,154
		1,345
Recycling Service	This service provides collection of kerbside recyclable materials from households.	112
		64
		(48)
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.	(29)
		36
		65

Major initiatives

The following statement reviews the progress of Council in relation to major initiatives identified in the 2022/23 budget for the year.

Major Initiatives	Progress	Results and Highlights
Implement the Environmental Sustainability Strategy 2022-2026	In progress	We commenced implementation of the strategy following its endorsement in early 2022/23.
Corporate Emissions Reduction Plan to support reduce Council in reducing its environmental footprint as an organisation	In progress	Development of the Corporate Emissions Reduction Plan has commenced however, this project is on hold until the Sustainability team is fully resourced.
Walking track and revegetation around the Strathmerton Recreation Reserve and Golf Course	In progress	We have been working with the Strathmerton community to deliver this project, which is almost complete.
Upgrade Kennedy Park at Thompsons Beach Cobram to link existing pathways, and add new playground equipment, shade structures, park furniture and art installation	Carried over	Carried over for delivery in the 2023/24 Budget.
Progress the Murray River Adventure Trail	In progress	We are supporting Murray Regional Tourism in the development of a detailed business case for phases 2 and 3 of the Murray River Adventure Trail.
Energy efficiency and solar installation program at our sport and recreation facilities	Not progressed	This program did not progress in 2022/23 due to resourcing in the Sustainability team.



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
	2020	2021	2022	2023	
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>	36.04	35.82	131.22	159.14	Council has received an increase in reports of stolen or damaged bins needing replacing in this reporting period.
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>	1.14	1.02	0.59	0.95	Records indicate that a slight increase in bins missed occurred in all months except January during 2022/23. Overall the average increase equated to an extra 1.08 bins missed per week.
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>	\$128.71	\$144.84	\$148.13	\$158.21	Increased cost in processing, due to Council needing to change material recovery facilities following October 2022 floods.
Cost of kerbside recyclables collection service <i>[Direct cost of the kerbside recyclables bin collection service / Number of kerbside recyclables collection bins]</i>	\$57.48	\$70.20	\$74.55	\$77.56	Increased cost in processing, due to Council needing to change material recovery facilities following October 2022 floods.
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>	54.64%	56.98%	57.54%	55.58%	Kerbside diversion rate dropped slightly due to landfilling of organics and recyclables in weeks following flooding in October 2022.



Pillar 4:

Customer Focused and Responsive

- 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

- We have upgraded our phone system to Zoom to provide a reliable service and more efficient customer experience.
- We have undertaken an organisation-wide migration to Office 365 to support efficient and secure business operations.
- We have rolled out online security training to Council staff to increase awareness of online security and secure use.
- We recognise our volunteers through the District Town Australia Day Awards and National Volunteer Week each year.
- We hosted the first Moira Shire Community Achiever Awards in April with 40 nominees being recognised and more than 180 attendees supporting the evening. The Community Achiever Awards replaced the shire wide Australia Day Awards Ceremony and is more inclusive by allowing all residents to be recognised for their achievements, not just Australian citizens.



- A number of capital works projects completed to improve Council's community assets including:
 - An upgrade of the Wungnhu public toilets at George Graham Park, which included a fully accessible toilet, an ambulant toilet and two unisex toilets.
 - Installation of a pedestrian crossing on Hume Street, Yarrawonga to provide safer and easier access from the Aged Care facility to Belmore Street and local services.
 - Air-conditioning renewals at the Numurkah Town Hall and Numurkah Learning Centre.
 - New air-conditioning at Cobram Sports Stadium Stadium.
 - Aquatic Plant Room Renewals at all pool sites and a renewal of the Numurkah Pool lining.
 - Upgrading of fencing at Cobram and Numurkah Swimming Pools.
 - Renewal of footpaths in Cobram CBD.
 - Replacement of Concertina Door at Cobram Civic Centre.
 - Dust suppression works on Majors (Creek) Lane, Yarrawonga to improve access to Majors Creek boat ramp.
 - Dust suppression works in Coxon Street, Numurkah.
 - Reconstruction works on Sandmount Road, Katunga to improve road safety. These works connect to works on Numurkah Road undertaken by Regional Roads Victoria.
 - New footpaths in Gorton Street Cobram, Harcourt Street Nathalia and Derry Drive Yarrawonga.
- We responded to the October 2022 flood event, which included clean up, closing and reopening roads, staffing our Municipal Emergency Coordination Centre and rostering staff at the Regional Incident Control Centre based in Shepparton.

Other highlights

- Development of a Customer Experience and Transformation Strategy is underway.
- We recognise volunteers through the District Town Australia Day Awards and National Volunteer Week each year, as well as through the Moira Shire Community Achiever Awards.
- Our Municipal Emergency Management Plan is under review following the October 2022 flood event. The review will bring the Plan in line with the SEMP (State Emergency Management Plan) and legislative changes.
- We have continued to support lead organisations in the response to a variety of incidents within the municipality. We continue to strengthen relationships with emergency management authorities and partners with positive feedback provided during the recovery stage of the 2022 flood event.
- We continue to review and explore our emergency management resourcing and training opportunities to ensure Council is best placed to meet the needs of our community in the future.
- Development of a Municipal Recovery and Resilience Plan is underway which will address a number of key pillars, including the built environment following the 2022 flood event.



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:	Customer Service	<p>Result this year was 54, down from 60 in the previous year.</p> <p>Council is currently developing a Customer Experience & Transformation Strategy and reviewing its Customer Service Standards.</p>
	Overall Performance	<p>Result this year was 40, down from 48 in the previous year.</p>
	Sealed local roads	<p>Result this year was 35, down from 43 in the previous year.</p> <p>Refer to further commentary in Pillar 1 – Service Performance Indicators.</p>
By using the Moira Shire Annual Report we can measure our improvements in:	Number of services made easier to access by the community	<p>Council is continuing to improve its services available to the community with an online Building and Planning project currently underway. We also opened a new lactation clinic in Numurkah during 2022/23 to provide free breastfeeding support services.</p>
	Value and Retention of Council volunteers	<p>Council acknowledges the many community members that volunteer to assist Council to manage 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 and Community Achiever Awards.</p>

▲ Improved
 ▬ Stable
 ▼ Below expectation

Services

The following statement provides information in relation to the services funded in the 2022/23 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
Animal Control	To provide for the administration and enforcement of legislation regulating domestic animals and livestock.	402
		415
		<u>13</u>
Asset Management	Management of Council's property and infrastructure assets and database, including design, construction and delivery of capital works projects.	3,376
		3,948
		<u>572</u>
Communications	Responsible for the management and provision of advice on external and internal communications, including management of Council's website and social media platforms.	416
		663
		<u>247</u>
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.	349
		635
		<u>286</u>
Emergency Management	To maintain preparedness and responsiveness and to implement recovery processes in the event of an emergency occurring within the municipality.	(258)
		69
		<u>327</u>
Environmental Health	This service undertakes inspections and registers premises in accordance with health and food legislation.	276
		143
		<u>(133)</u>
Fire Prevention	Implement actions as defined in the Municipal Fire Management Strategy in partnership with all stakeholders.	1
		17
		<u>16</u>
Service Centres	The Customer Experience team located at the Yarrowonga Service Centre.	148
		156
		<u>8</u>



Major initiatives

The following statement reviews the progress of Council in relation to major initiatives identified in the 2022/23 budget for the year.

Major Initiatives	Progress	Results and Highlights
Fenced Off-Leash Areas	Carried over	Carried over for delivery in the 2023/24 Budget.
Stage one of the Numurkah Flood Mitigation Project	Carried over	<p>Carried over for delivery in the 2023/24 Budget. Council's Project Team, Planning Department and the Implementation Steering Committee have worked together to develop the final arrangements for Stage 1 and respond to concerns regarding various aspects of the project raised by community members.</p> <p>The project is now planned to be delivered in 3 stages with funding available for construction of stage 1 and some additional funding for completion of stage 2 detailed design. Stage 1 works are expected to commence in early 2024.</p>
Cobram Township Flood Protection project	Carried over	Carried over for delivery in the 2023/24 Budget.
Upper Broken Boosey Regional Flood Study to determine the impacts of flooding at Katamatite, Tungamah, Wilby, Lake Rowan, St James, Devenish, Thoona and Goorambat	In progress	Council has engaged a consultant to complete the flood study and develop a draft report, which will enable Council to establish a clear direction and approach within the impacted communities.



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
	2020	2021	2022	2023	
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>	1.38	1.17	1.00	1.00	Council achieved a same day response time to action 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>	117.33%	103.70%	100.00%	109.14%	Results remain consistent with previous years.
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%	Council's Environmental Health team place a strong focus on dealing with non-compliance issues in a timely manner.
Service cost					
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>	\$443.99	\$435.27	\$370.51	\$403.25	The number of registered (including temporary) premises fluctuates from year to year, 5% less premises were registered during 2022/23.

Service/Indicator/measure	Results				Material variations
	2020	2021	2022	2023	
ANIMAL MANAGEMENT					
Timeliness					
Time taken to action animal requests [Number of days between receipt and first response action for all animal management requests / Number of animal management requests]	1.01	3.38	3.82	2.29	Council continues to focus on reducing the number of days taken to action animal management requests. Results show a 40% decrease in time taken from the previous year.
Service standard					
Animals reclaimed [Number of animals reclaimed / Number of animals collected]	30.37%	29.52%	24.81%	25.50%	Council is proactive in promoting the benefits of responsible pet ownership and pet registration. Unfortunately pet owners circumstances can change i.e. personal reasons, economic pressure and they need to surrender their pets. 24% of the animals collected were surrendered to council.
Animals rehomed [Number of animals rehomed / Number of animals collected] x100	49.74%	33.84%	21.45%	31.32%	Council have increased their ability to rehome all suitable animals with an additional 84Y* organisation being included in its rehoming program. At the time of reporting there were 41 animals in the pound or foster care waiting for rehoming.
Health and safety					
Animal Management prosecutions [Number of successful animal management prosecutions / Number of animal management prosecutions] x 100	100.00%	0.00%	0.00%	0.00%	During the reporting period, Council did not initiate any animal management prosecutions.
Service cost					
Cost of animal management service per population [Direct cost of the animal management service / Population]	\$11.23	\$11.49	\$11.32	\$11.61	Slight increase in animal service level costs for this reporting period.

* Organisations that Council have entered into an agreement under Section 84Y of the *Domestic Animals Act 1994* that can rehouse voluntarily surrendered or unclaimed cats and dogs.



Pillar 5:

Transparent and Accountable Governance

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

- We adopted the Council 2023/2024 budget, which provides a budget forecast for the 2024-2028 financial years. We developed and utilised an online budget simulator tool to assist in educating and engaging with the community when developing the budget, as well as holding four in-person community feedback sessions and a submission hearing.
- We undertook a comprehensive review of our Community Engagement Policy to improve our community engagement practices and to increase community satisfaction in Council's engagement activities.
- We have engaged with the community (and key stakeholders) in many consultation opportunities including:
 - Draft St James and District Community Plan
 - RV Friendly Trial Review
 - Transfer Station Proposed Closures
 - Community Strengthening Grants Policy review
 - Governance Rules review
 - Proposed Road Discontinuance Hay Avenue Cobram
 - Community Transport Survey
 - Draft Geographic Naming Policy
 - Draft Play Strategy
 - Memorials and Plaques Policy review
 - EOI to purchase Council owned land on corner of Murray Valley Highway and Punt Road Cobram
 - Small Town Sport Sustainability Strategy

- We are implementing the actions from our Domestic Animal Management Plan 2021-2025. We also completed an annual review of the plan in compliance with the *Domestic Animals Act 1994*.
- In accordance with the *Local Government Act 2020*, we operate an Audit and Risk Committee to oversee Council in carrying out its responsibilities for accountable financial management, good corporate governance, maintaining an effective system of internal control and risk management. The Committee met five times during 2022/23.
- We report our enterprise Risk and Fraud Risk Registers quarterly to the Audit and Risk Committee. Improvements to Council's Risk Register will be undertaken during 2023/24 as part of the Risk Management review project. Part of this project has included commencing development of an agreed Risk Appetite Statement.
- A review of Council's Governance Rules was completed.
- We have developed an action plan to address the recommendations of the Commission of Inquiry.
- We have rolled out Health and Safety Training to Managers, Team Leaders and Supervisors to ensure our leaders have up to date knowledge and skills necessary for them to fulfil their duties and responsibilities under the OHS Act. We also rolled out Contracted Works training to key staff to ensure that contractors are adhering to their OHS obligations.
- We issue a monthly community newsletter to ensure that the community remains informed about the latest happenings around the shire. Our subscriber base is steadily expanding.
- Our social media presence on platforms such as Facebook, Instagram, and LinkedIn keeps the community engaged. We are increasing utilization of storytelling through digital video content through these platforms to communicate Council's capacity and achievements. There has been a significant increase in both content posted and engagement levels across all these channels.








Other highlights

- We commenced developing a number of key documents following the appointment of the Panel of Administrators including an Administrator Code of Conduct and Administrator and Staff Interaction Protocol.
- A 10 Year Capital Works Planning framework is currently under development, which will assist Council in properly planning and delivering its capital works in a more sustainable manner.
- We commenced a development of a new Community Amenity Local Law, which will replace the existing Community Safety and Environment Local Law No.1 2013.
- We have regular Health Promotion Meetings with local health services, NCN Health and Yarrawonga Health, to ensure that organisations work collaboratively together to promote and protect the public health and wellbeing of people in Victoria under the *Public Health and Wellbeing Act 2008*.
- We conduct annual inspections on premises registered under the *Public Health and Wellbeing Act 2008*, including beauty services, aquatic facilities and accommodation, to ensure regulations are adhered to and that there is no risk to public health.
- We investigate reports of nuisance arising from noise, odour and smoke and other environmental conditions, under either the *Public Health and Wellbeing Act 2008* or *Environment Protection Act 2017*.
- We conduct annual food safety risk assessments with local food premises, as well as undergo a routine food-sampling program, to educate and check compliance under the *Food Act 1984*.
- Under the *Environment Protection Act 2017*, we assess and issue permits for onsite wastewater systems, investigates complaints and initiates compliance and enforcement action to minimise risks to human health and the environment.
- We educate tobacco retailers on tobacco law reform and conduct enforcement activities to reduce the early take up of smoking under the *Tobacco Act 1987*.
- We are currently reviewing software applications to enhance Council's internal financial reporting capabilities, to enhance departmental understanding of budget constraints as well as highlight opportunities to redistribute resources within the organisation.
- Our strategic content initiatives, including features such as 'what we do', 'business of the month', 'volunteer focus', and unique corporate ads for each town, contribute to a comprehensive narrative of Council's role in the community.

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:	Council Direction	 Result this year was 33, down from 45 in the previous year.
	Community Consultation and Engagement	 Result this year was 41, down from 45 in the previous year. Refer to further commentary in Pillar 5 – Service Performance Indicators.
By using the Local Government Performance Reporting Framework we can measure our improvements in:	Governance Statistics	 Refer to further commentary in Pillar 5 – Service Performance Indicators.
	Animal Management Statistics	 Refer to further commentary in Pillar 4 – Service Performance Indicators.
	Food Safety Statistics	 Results remain consistent with previous years.
	Financial performance statistics	Refer to the Performance Statement.
	Sustainable capacity statistics	Refer to the Performance Statement.
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.		Refer to the Governance and Management checklist.

 Improved  Stable  Below expectation

Services

The following statement provides information in relation to the services funded in the 2022/23 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.	(3,179)
		4,326
		7,505
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.	196
		193
		(3)
Fleet Management	To ensure appropriate plant and vehicles are available to meet service levels.	98
		33
		(65)
Governance	The processes used by Council to operate and control the administration, ethics and compliance of the organisation.	3,926
		3,103
		(823)
Help Desk	IT Help Desk provides 'break/fix' support for all IT systems and equipment including coordinating vendor support.	203
		236
		30
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.	1,951
		2,143
		192
Learning and Development	To continually improve the effectiveness of the organisation through employee education to support organisational goals and compliance requirements.	373
		571
		198
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.	842
		951
		109
Payroll	Deliver and administer the payroll function to the organisation and ensure that Council meets its legal, award and industrial obligations.	85
		76
		(9)
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.	162
		206
		44
Recruitment	Attract and engage a diverse range of suitably qualified people to join our organisation.	746
		493
		(253)
Revenue and Property Services	Raising and collection of municipal rates and charges, maintenance of Council rating information and valuation of properties throughout the municipality.	(33,455)
		(33,319)
		136
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.	146
		224
		78

Major initiatives

The following statement reviews the progress of Council in relation to major initiatives identified in the 2022/23 budget for the year.

Major Initiatives	Progress	Results and Highlights
Enforce our local laws and relevant legislation and regulations to ensure a safe and livable community	Ongoing	We continue to enforce our local laws and legislation such as the <i>Public Health and Wellbeing Act 2008</i> , <i>Environment Protection Act 2017</i> , <i>Food Act 1984</i> , <i>Tobacco Act 1987</i> to ensure a safe and livable community.
Improve community engagement and consultation	Ongoing	A comprehensive review of Council's Community Engagement Policy was undertaken to improve our community engagement practices and to increase community satisfaction in Council's engagement activities.
Council's building key register renewal program to improve security risks	In progress	The keys renewal project is progressing with rollout of stage 2, 3 and 4 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 2020	2021	2022	2023	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>	7.38%	7.69%	2.86%	3.74%	CEO contractual matters and other confidential matters relating to the Commission of Inquiry were required to be determined at closed meetings of 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	55.00	45.00	41.00	Council acknowledges the slight decrease in satisfaction again this year and have recently adopted a revised Community Engagement Policy to support an increased focus on improving Council's consultation and engagement with the community.
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>	90.74%	98.15%	96.58%	87.76%	Commission of Inquiry into Moira Shire Council recommended the dismissal of the councillors and the appointment of administrators. An interim administrator was appointed for 3 months. Early June 2023 a panel of 3 administrators were appointed.

Service/Indicator/measure	Results 2020	2021	2022	2023	Material variations
GOVERNANCE (CONT.)					
Service cost					
Cost of elected representation <i>[Direct cost of the governance service / Number of Councillors elected at the last Council general election]</i>	\$40,190.89	\$37,520.56	\$39,578.22	\$55,352.00	An increase in costs has been attributed to an overall increase in Councillors allowances, including a Deputy Mayor allowance, as well as an increased investment in Councillor Professional Development being conducted. Council entered into Administration in the final quarter of the reporting year.
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>	50.00	54.00	48.00	41.00	Council acknowledges the decrease in satisfaction again this year and will expect to see an improvement in this indicator through plans to increase communication of Council meeting decisions and greater transparency through Council reports for information on key issues.



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 welcome to attend these meetings and observe from the gallery. The meetings are also live streamed via Council's Facebook page and made available on Council's website.

For the 2022/23 year, Council held the following meetings:

- 11 Scheduled Council meetings (26 October Scheduled Council Meeting was cancelled)
- 3 Unscheduled Council meetings (23 January 2023, 2 February 2023 and 30 March 2023)



The following table provides a summary of Councillor attendance at the Scheduled Council meetings and Unscheduled Council meetings during 2022/23.

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

Councillors	Scheduled Council Meeting	Unscheduled Council Meeting	Total
Cr Peter Lawless (Mayor)	7/7	2/2	9/9
Cr Julie Brooks (Deputy Mayor)	6/7	2/2	8/9
Cr Wendy Buck*	1/2	2/2	3/4
Cr John Beitzel**	3/3	0/0	3/3
Cr Ed Cox	7/7	2/2	9/9
Cr Peter Elliott	7/7	2/2	9/9
Cr Judy Heather	7/7	2/2	9/9
Cr Peter Mansfield	7/7	2/2	9/9
Cr Libro Mustica**	3/3	0/0	3/3
Cr Wayne Limbrick	7/7	2/2	9/9
Cr Scott Olson*	2/2	2/2	4/4

* Councillor elected through Countback during the period ** Councillor resigned during the period

Administrator John Tanner was appointed on 9 March 2023. Administrators Suzanna Sheed and Graeme Emonson were appointed on 8 June 2023. Administrator Emonson had an approved leave of absence from 8 June 2023 to 4 July 2023.

Administrators	Scheduled Council Meeting	Unscheduled Council Meeting	Total
Administrator John Tanner	4/4	1/1	5/5
Administrator Suzanna Sheed	1/1	0/0	1/1

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 the 21 Community Asset Committees established by the Council.

Community Asset Committees (at 30 June 2023)
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
Yarrowonga JC Lowe Oval Reserve
Yarroweyah Recreation Reserve
Cobram Showgrounds Apex Reserve
Nathalia Showgrounds and Recreation Reserve
Numurkah Showgrounds Reserve
Yarrowonga Showgrounds Reserve / Victoria Park
Cobram Historical Precinct
Nathalia Historical Precinct

Delegated Committees

The Act allows Councils to establish one or more delegated committees consisting of:

- Councillors/Administrators
- Council staff
- Other persons
- Any combination of the above.

As at the 30 June 2023, Council did not have any delegated committees established.

Advisory Committees

Council has many established advisory 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.

As at 30 June 2023, the Administrator appointments to existing advisory committees include:

Committee	Administrator/s appointed
Moira Shire All Abilities Advisory Committee	Administrator Tanner
Moira Shire CEO Employment and Remuneration Advisory Committee	Administrator Tanner
Moira Shire Council Audit & Risk Committee	Administrator Tanner (ex-officio member) Administrator Emonson Administrator Sheed

* Administrators Sheed and Emonson were appointed to Moira Shire CEO Employment and Remuneration Advisory Committee in July 2023.

External Boards

As at the 30 June 2023, the following Administrators were also appointed by Council to represent Moira Shire on the following organisations:

Committee	Administrator/s appointed
Goulburn Valley Regional Library Corporation Board	Administrator Tanner
Murray River Group of Councils	Administrator Tanner

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 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.

As at the 30 June 2023, a new Code of Conduct was under development following the appointment of the Panel of Administrators.

Conflict of interest

Councillors and Administrators are required by legislation to act in the best interest of the community. This is a position of trust that requires them 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 2022/23, seven (7) conflicts of interest were declared at Scheduled and Unscheduled Council meetings.



Allowances

Administrator Allowances

The Minister of Local Government sets the Administrator allowances.

The table below contains details of current allowances paid to the Administrator during 2022/23 from 10 March 2023 until 30 June 2023 (for Administrator Tanner) and from 8 June 2023 until 30 June 2023 for Administrator Sheed. Administrator Emonson had an approved leave of absence from 8 June 2023 to 4 July 2023.

Administrators	Allowance \$
Administrator John Tanner (Chair)	98,561
Administrator Suzanna Sheed	14,541

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.

The following table contains details of allowances that were paid to the Mayor and Councillors during the year 2022/23, for the period from 1 July 2022 to 9 March 2023:

Councillor	Allowance \$
Cr Peter Lawless* (Mayor)	50,608
Cr Julie Brooks (Deputy Mayor)	27,427
Cr John Beitzel	10,442
Cr Wendy Buck	7,347
Cr Ed Cox	21,153
Cr Peter Elliott	21,153
Cr Judy Heather	21,153
Cr Wayne Limbrick	21,153
Cr Peter Mansfield	21,153
Cr Libro Mustica*	33,552
Cr Scott Olson	7,695

* Cr Libro Mustica was Mayor from 1 July 2022 to 3 November 2023.
Cr Peter Lawless was Mayor from 8 November to 9 March 2023.

Expenses

In accordance with Section 40 of the Act, council is required to reimburse a Councillor or Administrator for expenses incurred whilst performing their duties. Council is also required to adopt and maintain a policy in relation to the reimbursement of these expenses. 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.

Administrator Expenses

The table below outlines Administrator expenses for 2022/23, incurred from 10 March 2023 until 30 June 2023 for Administrator Tanner and from 8 June 2023 until 30 June 2023 for Administrator Sheed. Administrator Emonson had an approved leave of absence from 8 June 2023 to 4 July 2023.

Administrators	MV \$	IC \$	AC \$	Total \$
Administrator John Tanner* (Chair)	3,624	53	6,021	9,699
Administrator Suzanna Sheed	-	13	-	13
Total	3,624	66	6,021	9,712

Legend: **MV** – Motor Vehicle expenses **IC** – Information and Communication expenses **AC** – Accommodation expenses

* John Tanner utilised a Council motor vehicle from 28 March 2023 to 30 June 2023.

Councillor Expenses

The table below outlines Councillor expenses for 2022/23, incurred from 1 July 2022 until 9 March 2023.

Administrators	TR \$	CM \$	CC \$	IC \$	CT \$	OE \$	Total \$
Cr Peter Lawless* (Mayor)	-	-	-	105	454	520	1,080
Cr Julie Brooks (Deputy Mayor)	-	1,583	-	356	454	250	2,644
Cr John Beitzel	-	-	-	53	195	115	364
Cr Wendy Buck	-	489	-	26	616	-	1,131
Cr Ed Cox	-	-	-	105	1,362	146	1,614
Cr Peter Elliott	-	-	-	105	1,586	327	2,019
Cr Judy Heather	-	3,197	-	356	2,615	321	6,490
Cr Wayne Limbrick	-	1,918	-	105	454	262	2,740
Cr Peter Mansfield	-	3,334	-	105	2,914	472	6,825
Cr Libro Mustica*	-	-	-	178	-	406	585
Cr Scott Olson	-	-	-	26	-	-	26
Total	-	10,522	-	1,523	10,651	2,820	25,517

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

* Cr Libro Mustica was Mayor from 1 July 2022 to 3 November 2023. Cr Peter Lawless was Mayor from 8 November to 9 March 2023.

No expenses were paid by council including reimbursements to members of council committees during the year.

Governance 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 and 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 four independent members Anthea Sloan (Chair), Lisa Ford, Leigh Berrell and David Gunn. Chair Administrator John Tanner was also appointed to the committee following an Unscheduled Council Meeting on 30 March 2023.

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 2022/23. The Internal Auditor, Chief Executive Officer, Chief Financial Officer, Acting Director Corporate, Governance and Performance and the Senior Governance Officer 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 2022/23, the following reviews were conducted:

- Budgeting
- Human Resource Management
- Business Continuity Management and Disaster Recovery Planning
- Project Management
- Fraud Corruption Risk Management Framework
- Review of Credit Cards including data mining
- Lease Management
- 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.

During 2022/23 as part of Council's Risk Management review project, Council commenced development of a Risk Appetite Statement, which will form part of the Risk Management Framework. The Risk Appetite Statement will determine the level of risk that Council is willing to accept in pursuit of its strategic objectives.

The Risk Management review project will continue in 2023/24, which will include finalising the Risk Appetite Statement, reviewing Council's Risk Management Policy and Plan as well as undertaking improvements to Council's Risk Registers.



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>Community Engagement Policy</p> <p>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 May 2023</p>
<p>Community Engagement Guidelines</p> <p>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>Financial Plan</p> <p>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>Asset Plan</p> <p>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>Revenue and Rating Plan</p> <p>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>Annual Budget</p> <p>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: 28 June 2023</p>
<p>Risk Management Policy</p> <p>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>Fraud Prevention and Control policy</p> <p>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>Municipal Emergency Management Plan</p> <p>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 <i>Plan is currently under review following the October 2022 flood event. The review will bring the Plan in line with the SEMP and legislative changes.</i></p>

Governance and Management Items	Assessment
<p>Procurement Policy</p> <p>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.</p> <p>Date adopted: 27 October 2021</p>
<p>Business Continuity Plan</p> <p>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</p> <p>Date of Approval: 23 January 2018</p> <p>Council continues to undertake a comprehensive review and development of a modern Business Continuity Plan. Limited resources and business disruptions have caused a delay in finalising this work.</p>
<p>Disaster Recovery Plan</p> <p>Plan setting out the actions that will be undertaken to recover and restore business capability in the event of a disaster</p>	<p>✓ Plan</p> <p>Date of operation of the current plan: 22 May 2018</p> <p>Updated: July 2022</p>
<p>Risk Management Framework</p> <p>Framework outlining Council's approach to managing risks to the Council's operations</p>	<p>✓ Council continues to undertake a comprehensive review and development of its current Risk Management Framework. Limited resources and business disruptions have caused a delay in finalising this work.</p>
<p>Audit and Risk Committee</p> <p>See sections 53 and 54 of the Act</p>	<p>✓ Established in accordance with section 53 of the Act</p> <p>Date of establishment: 27 May 2020</p>
<p>Internal Audit</p> <p>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</p> <p>Date of engagement of current provider: 22 January 2020</p>
<p>Performance reporting framework</p> <p>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</p> <p>Date of operation of current framework: 10 December 2019</p> <p>Framework under review to incorporate changes introduced for the 2023/24 financial year.</p>
<p>Council Plan Reporting</p> <p>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</p> <p>Report prepared: 22 February 2023</p>
<p>Quarterly Budget Reports</p> <p>Quarterly statements to Council under section 97(1) of the <i>Local Government Act 2020</i> comparing actual and budgeted results and an explanation of any material variations</p>	<p>✓ Annual Report: 23 November 2022</p> <p>Quarterly Statements: 23 November 2022 22 February 2023 26 April 2023</p>

Governance and Management Items	Assessment
<p>Risk Reporting</p> <p>Six-monthly reports of strategic risks to Council's operations, their likelihood and consequences of occurring and risk minimisation strategies</p>	<p>✓ Minutes: 21 July 2022 20 October 2022 9 February 2023 11 May 2023</p>
<p>Performance Reporting</p> <p>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: 23 November 2022 Six monthly report: 22 February 2023</p>
<p>Annual Report</p> <p>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: 23 November 2022</p>
<p>Councillor Code of Conduct</p> <p>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>Delegations</p> <p>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: 11 October 2022</p>
<p>Meeting Procedures</p> <p>Governance Rules under section 60 of the Act governing the conduct of meetings of Council and delegated committees</p>	<p>✓ Governance Rules adopted in accordance with section 60 of the Act. Date adopted: 26 October 2020 Revised: 24 August 2022</p>

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



Joshua Lewis
Acting Chief Executive Officer
Dated: 19 October 2023



John Tanner AM
Chair Administrator
Dated: 19 October 2023

Statutory Information

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/Administrators or Council Staff;
- Register of travel undertaken by Councillors/Administrators or Council Staff;
- Register of Conflicts of Interest disclosed by Councillors/Administrators 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

Council contracts greater than a value of \$350,000 undergo a business case review to determine:

- whether the service is required
- the approach for delivering and providing the service
- how the service aligns to the Council plan
- analysis of the supplier market
- the best procurement methodology and delivery.

Council issued 27 tenders in 2022/23, covering the following service categories:

- capital and infrastructure works
- plant and equipment purchases
- consultancy and other work
- operational services
- maintenance services
- waste services

Council did not enter any other contracts valued at \$350,000 or more for goods or services without engaging in a competitive 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.

An All Abilities Advisory Committee has been established and includes representatives from various community organisations as well as individuals with lived experience or in a support role. The Committee meet quarterly and continue to work on identifying priorities and progressing actions.

In consultation with the committee a new draft All Abilities Access and Inclusion Plan has been developed, which is expected to be endorsed by Council in the 2023/24 financial year.

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 four-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 continues their partnership with various animal rescue groups via 84Y agreements in rehoming suitable dogs and cats. In addition, Council advertises with the various local media groups to encourage local pet adoption.

2022/23 Domestic Animal Management activity at 30 June 2023

	Dogs	Cats
Impounded	210	237
Claimed/returned to owner	96	18
Rehoused	58	82
Euthanised Aggressive/unsuitable	33	97
In pound/foster care	12	31
Stolen	1	0
Died in pound/foster care (old age/illness)	0	9

Note - Feral cats are not included in these stats.

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.moira.vic.gov.au.

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 advised Council of two (2) 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 2022/23 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 2023

Indicator/measure/formula	Results 2020	2021	2022	2023	Comments
Population					
Municipal population	29,925	30,018	30,001	30,540	
Expenses per head of municipal population <i>[Total expenses / Municipal population]</i>	\$2,005.38	\$1,965.62	\$2,002.20	\$2,121.41	Expense levels are similar to prior years, growth driven by increased costs as a result of inflation.
Infrastructure per head of municipal population <i>[Value of infrastructure / Municipal population]</i>	\$16,299.72	\$16,740.32	\$16,989.03	\$20,786.18	Increase due to higher asset values following revaluation of infrastructure assets driven by the increased costs to replace.
Population density per length of road <i>[Municipal population / Kilometres of local roads]</i>	8.20	8.21	8.21	8.35	Population density remains at similar level to prior years.
Own-source revenue					
Own-source revenue per head of municipal population <i>[Own-source revenue / Municipal population]</i>	\$1,516.15	\$1,494.50	\$1,569.87	\$1,630.15	Own-source revenue maintained at similar level to prior years and below the current inflation rate.
Recurrent grants					
Recurrent grants per head of municipal population <i>[Recurrent grants / Municipal population]</i>	\$514.39	\$511.09	\$654.81	\$673.67	Recurrent grants maintained at similar level to prior years.
Disadvantage					
Relative socio-economic disadvantage <i>[Index of Relative Socio-economic Disadvantage by decile]</i>	2.00	2.00	2.00	2.00	No movement in indicator.
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>	12.95%	4.44%	18.35%	16.26%	The level of staff turnover reduced following higher turnover in the immediate year following COVID-19 lockdowns.

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 2023

Service / indicator / measure	Results 2020	2021	2022	2023	Comments
AQUATIC FACILITIES					
Utilisation					
Utilisation of aquatic facilities <i>[Number of visits to aquatic facilities / Municipal population]</i>	2.11	1.34	1.68	1.50	Yarrowonga Foreshore Waterslide was decommissioned in April 2022. This has resulted in lower utilisation of council's aquatic facilities in 2022/23, with an average of 7,835 less visits due to this closure.
ANIMAL MANAGEMENT					
Health and safety					
Animal management prosecutions <i>[Number of successful animal management prosecutions / Number of animal management prosecutions] x100</i>	100.00%	NIL	NIL	NIL	During the reporting period, Council did not initiate any animal management prosecutions.
FOOD SAFETY					
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%	Council's Environmental Health team place a strong focus on dealing with non-compliance issues in a timely manner.
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>	50.00	54.00	48.00	41.00	Council acknowledges the decrease in satisfaction again this year and will expect to see an improvement in this indicator through plans to increase communication of Council meeting decisions and greater transparency through Council reports for information on key issues.

Service / indicator / measure	Results 2020	2021	2022	2023	Comments
LIBRARIES					
Participation					
Active library borrowers in municipality <i>[Number of active library borrowers in the last three years / The sum of the population for the last three years] x100</i>	15.61%	14.72%	13.08%	13.09%	Slight increase in borrowers from previous year.
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>	81.89%	83.18%	85.65%	83.38%	Participation rates across the shire have remained consistent with previous years. Council proactively monitors the participation of children who attend the service to ensure vulnerable children are followed up. An increase in enhanced hours will allow more home visits that will assist families with extra support and guidance.
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>	94.81%	93.83%	93.67%	89.13%	Maternal and Child Health Service continues to have a valuable relationship with the Cummeragunja Aboriginal Cooperative and the Rumbalara Aboriginal Cooperative to provide Maternal & Child Health and Immunisation services. Regular cultural safety education is conducted for staff and Key Age Assessment packs are tailored for Aboriginal and Torres Strait Islanders families are part of a number of ways which the MCH service are improving centre visit engagement.

Service / indicator / measure	Results 2020	2021	2022	2023	Comments
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>	51.00	52.00	43.00	35.00	Decrease in satisfaction as a result of sealed road condition deterioration (especially potholes) caused by October 2022 rain and flood event.
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>	100.00%	0.00%	66.67%	0.00%	No VCAT Appeals decided within the reporting period.
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>	54.64%	59.98%	57.44%	55.58%	Kerbside diversion rate dropped slightly due to landfilling of organics and recyclables in weeks following flooding in October 2022.

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 borrower" 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 2023

Dimension / indicator / measure	Results 2020	2021	2022	2023
EFFICIENCY				
Expenditure level				
Expenses per property assessment <i>[Total expenses / Number of property assessments]</i>	\$3,368.75	\$3,288.41	\$3,280.43	\$3,497.89
Revenue level				
Average rate per property assessment <i>[General rates and Municipal charges / Number of property assessments]</i>	\$1,673.01	\$1,731.54	\$1,761.07	\$1,792.79
LIQUIDITY				
Working capital				
Current assets compared to current liabilities <i>[Current assets / Current liabilities] x100</i>	337.56%	259.88%	346.04%	330.43%
Unrestricted cash				
Unrestricted cash compared to current liabilities <i>[Unrestricted cash / Current liabilities] x100</i>	265.77%	208.08%	285.73%	189.29%
OBLIGATIONS				
Loans and borrowings				
Loans and borrowings compared to rates <i>[Interest and principle repayments on Interest bearing loans and borrowings / Rate revenue] x100</i>	3.93%	2.23%	1.97%	1.20%
Loans and borrowings repayments compared to rates <i>[Interest and principal repayments on interest bearing loans and borrowings / Rate revenue] x100</i>	2.88%	1.80%	1.64%	0.73%
Indebtedness				
Non-current liabilities compared to own source revenue <i>[Non-current liabilities / Own source revenue] x100</i>	31.23%	30.30%	28.94%	21.99%

Forecasts 2024	2025	2026	2027	Material variations
\$3,787.15	\$3,884.32	\$3,953.44	\$4,033.09	Expense levels are similar to prior years, growth driven by increased costs as a result of inflation.
\$1,873.17	\$1,909.43	\$1,940.19	\$1,959.22	Average rate in line with 2022/23 rate cap of 1.75% allowing for impact of supplementary assessments on new properties.
321.11%	295.87%	283.10%	280.16%	Result due to additional cash held in Term Deposits (other financial assets) due to receipt of 100% of Council's 2023/24 Commonwealth Government Financial Assistance Grant.
163.81%	168.05%	171.27%	165.73%	Result due to additional cash held in Term Deposits (other financial assets) due to receipt of 100% of Council's 2023/24 Commonwealth Government Financial Assistance Grant.
16.39%	21.13%	18.71%	16.41%	Continued debt reduction program, expected result will increase in future years due to planned borrowings to fund infrastructure projects.
0.32%	2.07%	2.74%	2.68%	Continued debt reduction program, expected result will increase in future years due to planned borrowings to fund infrastructure projects.
40.33%	42.38%	39.02%	36.14%	Reduction driven by reduced non-current provision being recognised for future landfill rehabilitation.

Dimension / indicator / measure	Results			
	2020	2021	2022	2023
OBLIGATIONS (CONT.)				
Asset renewal and upgrade				
Asset renewal and upgrade compared to depreciation <i>[Asset renewal and upgrade expense / Asset depreciation] x100</i>	78.74%	100.48%	106.15%	97.89%
OPERATING POSITION				
Adjusted underlying result				
Adjusted underlying surplus (or deficit) <i>[Adjusted underlying surplus (deficit) / Adjusted underlying revenue] x100</i>	1.92%	2.91%	11.48%	11.75%
STABILITY				
Rates concentration				
Rates compared to adjusted underlying revenue <i>[Rate revenue / Adjusted underlying revenue] x100</i>	62.39%	65.02%	60.55%	57.88%
Rates effort				
Rates compared to property values <i>[Rate revenue / Capital improved value of rateable properties in the municipality] x100</i>	0.59%	0.58%	0.53%	0.43%

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

Forecasts 2024	2025	2026	2027	Material variations
209.28%	99.25%	66.55%	63.95%	Council result is close to desired result of 100%.
-4.10%	-4.25%	-5.32%	-6.45%	2022/23 result is similar to the prior year result. Deterioration in future years due to expected normalisation of Commonwealth Government Financial Assistance Grant payments.
65.48%	65.21%	65.84%	66.05%	Rates income continues to decline as a percentage of revenue due to impact of rate capping as well as the early receipt of 100% of Council's 2023/24 Commonwealth Government Financial Assistance Grant.
0.44%	0.44%	0.44%	0.44%	Continued reduction due to impact of rate capping whilst property valuations continue to rise in response to market conditions.

"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 2023

1. 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 22 June 2021 and which forms part of the council plan. 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*.



Beau Mittner CA
Principal Accounting Officer

Dated: 19 October 2023

In our opinion, the accompanying performance statement of the Moira Shire Council for the year ended 30 June 2023 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.



John Tanner AM
Chair Administrator
Dated: 19 October 2023



Dr Graeme Emonson PSM
Administrator
Dated: 19 October 2023



Joshua Lewis
Acting Chief Executive Officer
Dated: 19 October 2023

Independent Auditor's Report

To the Administrators of Moira Shire Council

Opinion

I have audited the accompanying performance statement of Moira Shire Council (the council) which comprises the:

- description of municipality for the year ended 30 June 2023
- sustainable capacity indicators for the year ended 30 June 2023
- service performance indicators for the year ended 30 June 2023
- financial performance indicators for the year ended 30 June 2023
- other information and
- certification of the performance statement.

In my opinion, the performance statement of Moira Shire Council in respect of the year ended 30 June 2023 presents fairly, in all material respects, in accordance with the performance reporting requirements of Part 4 of the *Local Government Act 2020 and Local Government (Planning and Reporting) Regulations 2020*.

Basis for Opinion

I have conducted my audit in accordance with the *Audit Act 1994* which incorporates the Australian Standards on Assurance Engagements. I further describe my responsibilities under that Act and those standards in the *Auditor's Responsibilities for the Audit of the performance statement* section of my report.

My independence is established by the *Constitution Act 1975*. 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 *Code of Ethics for Professional Accountants* (the Code) that are relevant to my audit of the performance statement in Victoria. My staff and I have also fulfilled our other ethical responsibilities in accordance with the Code.

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

Administrators' responsibilities for the performance statement

The Administrators are responsible for the preparation and fair presentation of the performance statement in accordance with the performance reporting requirements of the *Local Government Act 2020* and the *Local Government (Planning and Reporting) Regulations 2020* and for such internal control as the Administrators determines is necessary to enable the preparation and fair presentation of a performance statement that is free from material misstatement, whether due to fraud or error.

Auditor's responsibilities for the audit of the performance statement

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

As part of an audit in accordance with the Australian Standards on Assurance Engagements, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

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

I communicate with the Administrators 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
24 October 2023



Travis Derricott
as delegate for the Auditor-General of Victoria

Financial Report

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Independent Auditor's Report

To the Administrators of Moira Shire Council

<p>Opinion</p>	<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 2023 • 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 2023 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>
<p>Basis for Opinion</p>	<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 <i>APES 110 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>
<p>Administrators' responsibilities for the financial report</p>	<p>The Administrators 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 Administrators 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 Administrators 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

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

As part of an audit in accordance with the Australian Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the council's internal control
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Administrators
- conclude on the appropriateness of the Administrators' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the council's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the council to cease to continue as a going concern.
- evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

I communicate with the Administrators 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
24 October 2023



Travis Derricott
as delegate for the Auditor-General of Victoria

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.



Beau Mittner CA
Principal Accounting Officer
Dated : 19 October 2023
Cobram

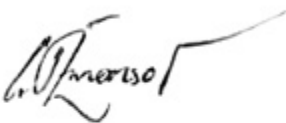
In our opinion, the accompanying financial statements present fairly the financial transactions of Moira Shire Council for the year ended 30 June 2023 and the financial position of the Council as at that date.

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.



John Tanner AM
Administrator (Chair)
Dated : 19 October 2023
Cobram



Dr Graeme Emonson PSM
Administrator
Dated : 19 October 2023
Cobram



Joshua Lewis
Acting Chief Executive Officer
Dated : 19 October 2023
Cobram

Comprehensive Income Statement

For the year ended 30 June 2023

	Note	2023 \$'000	2022 \$'000
Income / Revenue			
Rates and charges	3.1	42,492	41,086
Statutory fees and fines	3.2	1,887	1,794
User fees	3.3	2,366	2,381
Grants - operating	3.4(a)	21,215	18,002
Grants - capital	3.4(b)	4,569	9,880
Contributions - monetary	3.5(a)	709	461
Contributions - non monetary	3.5(b)	3,952	3,765
Net gain on disposal of property, infrastructure, plant and equipment	3.6	212	44
Share of net profits (or loss) of associates and joint ventures	6.2	(60)	286
Other income	3.7	2,888	1,507
Total income / revenue		80,230	79,206
Expenses			
Employee costs	4.1	22,744	23,008
Materials and services	4.2	27,124	23,445
Depreciation	4.3	12,776	11,282
Amortisation - intangible assets	4.4	809	300
Amortisation - right of use assets	4.5	658	613
Bad and doubtful debts - allowance for impairment losses	4.6	16	21
Borrowing costs	4.7	12	47
Finance costs - leases	4.8	117	94
Other expenses	4.9	532	1,258
Total expenses		64,788	60,068
Surplus for the year		15,442	19,138
Other comprehensive income			
Items that will not be reclassified to surplus or deficit in future periods			
Net asset revaluation increment/(decrement)	9.1	164,328	318
Total other comprehensive income		164,328	318
Total comprehensive result		179,770	19,456

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

Balance Sheet

As at 30 June 2023

	Note	2023 \$'000	2022 \$'000
Assets			
Current assets			
Cash and cash equivalents	5.1(a)	9,000	7,932
Other financial assets	5.1(b)	57,000	48,000
Trade and other receivables	5.1(c)	4,884	4,183
Inventories	5.2(a)	666	816
Other assets	5.2(b)	2,998	923
Total current assets		74,548	61,854
Non-current assets			
Investments in associates and joint arrangements	6.2	1,396	1,456
Property, infrastructure, plant and equipment	6.1	774,905	604,977
Right-of-use assets	5.8	2,574	2,368
Intangible assets	5.2(c)	6,719	7,713
Total non-current assets		785,594	616,514
Total assets		860,142	678,368
Liabilities			
Current liabilities			
Trade and other payables	5.3(a)	2,644	2,250
Trust funds and deposits	5.3(b)	3,398	2,557
Unearned income/revenue	5.3(c)	9,066	6,605
Provisions	5.5	6,689	5,650
Interest-bearing liabilities	5.4	46	298
Lease liabilities	5.8	718	515
Total current liabilities		22,561	17,875
Non-current liabilities			
Provisions	5.5	8,533	11,191
Interest-bearing liabilities	5.4	466	512
Lease liabilities	5.8	1,948	1,926
Total non-current liabilities		10,947	13,629
Total liabilities		33,508	31,504
Net assets		826,634	646,864
Equity			
Accumulated surplus		258,536	215,578
Reserves	9.1	568,098	431,286
Total Equity		826,634	646,864

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

Statement of Changes in Equity

For the year ended 30 June 2023

	Note	Total	Accumulated	Revaluation	Other
		\$'000	Surplus	Reserves	Reserves
2023		\$'000	\$'000	\$'000	\$'000
Balance at beginning of the financial year		646,864	215,578	394,618	36,668
Surplus/(deficit) for the year		15,442	15,442	-	-
Net asset revaluation increment/(decrement)	9.1(a)	164,328	-	164,328	-
Transfers to other reserves	9.1(b)	-	(177)	-	177
Transfers from other reserves	9.1(b)	-	27,693	-	(27,693)
Balance at end of the financial year		826,634	258,536	558,946	9,152

		Total	Accumulated	Revaluation	Other
		\$'000	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

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 2023

		2023 Inflows/ (Outflows) \$'000	2022 Inflows/ (Outflows) \$'000
Cash flows from operating activities			
Rates and charges		42,026	41,542
Statutory fees and fines		1,880	1,802
User fees		2,459	2,600
Grants - operating		20,950	17,180
Grants - capital		5,856	6,675
Contributions - monetary		709	461
Interest received		894	154
Trust funds and deposits taken		5,606	4,740
Other receipts		841	1,411
Net GST refund/(payment)		28	2,583
Employee costs		(22,550)	(22,395)
Materials and services		(28,419)	(26,425)
Trust funds and deposits repaid		(4,765)	(4,461)
Other payments		(36)	(1,380)
Net cash provided by/(used in) operating activities	9.2	25,479	24,487
Cash flows from investing activities			
Payments for property, infrastructure, plant and equipment	6.1	(14,992)	(16,200)
Proceeds from sale of property, infrastructure, plant and equipment		613	132
Proceeds from investments		35,004	-
Payments for investments		(44,004)	(12,000)
Net cash provided by/(used in) investing activities		(23,379)	(28,068)
Cash flows from financing activities			
Finance costs		(12)	(47)
Proceeds from borrowings		-	556
Repayment of borrowings		(298)	(628)
Interest paid - lease liability		(117)	(94)
Repayment of lease liabilities		(605)	(730)
Net cash provided by/(used in) financing activities		(1,032)	(943)
Net increase / (decrease) in cash and cash equivalents		1,068	(4,524)
Cash and cash equivalents at the beginning of the financial year		7,932	12,456
Cash and cash equivalents at the end of the financial year		9,000	7,932

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 2023

	2023 \$'000	2022 \$'000
Property		
Land under roads	18	-
Land improvements	-	103
Total land	18	103
Buildings	2,701	2,867
Total buildings	2,701	2,867
Total property	2,719	2,970
Plant and equipment		
Plant, machinery and equipment	1,057	970
Fixtures, fittings and furniture	-	9
Total plant and equipment	1,057	979
Infrastructure		
Roads	4,180	4,163
Kerb and channel	483	542
Bridges	49	1,246
Footpaths and cycle ways	948	1,680
Drainage	1,606	2,706
Culverts and floodways	109	-
Recreational, leisure and community facilities	1,761	1,307
Waste management	709	-
Parks, open space and streetscapes	-	16
Aerodromes	28	9
Other assets	1,343	582
Total infrastructure	11,216	12,251
Total capital works expenditure	14,992	16,200
Represented by:		
New asset expenditure	2,485	3,365
Asset renewal expenditure	7,989	7,429
Asset expansion expenditure	-	541
Asset upgrade expenditure	4,518	4,865
Total capital works expenditure	14,992	16,200

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 2023

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

1.1 Basis of accounting

Accounting policies are selected and applied in a manner which ensures that the resulting financial information satisfies the concepts of relevance and reliability, thereby ensuring that the substance of the underlying transactions or other events is reported. Accounting policies applied are disclosed in sections where the related balance or financial statement matter is disclosed.

The accrual basis of accounting has been used in the preparation of these financial statements, 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.

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.

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

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

- the fair value of land, buildings, infrastructure, plant and equipment (refer to Note 6.1)
- the determination of depreciation for buildings, infrastructure, plant and equipment (refer to Note 6.1)
- 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 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.

Notes to the Financial Report

For the Year Ended 30 June 2023

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

Goods and Services Tax (GST)

Income and expenses are recognised net of the amount of associated GST. Receivables and payables are stated inclusive of the amount of GST receivable or payable. The net amount of GST recoverable from, or payable to, the taxation authority is included with other receivables or payables in the balance sheet.

1.2 Appointment of Administrators

On 28 October 2022, a Commission of Inquiry into Moira Shire Council was appointed under section 200 of the *Local Government Act 2020*. The Commission of Inquiry provided its report to the Minister for Local Government, Hon Melissa Horne MP, Minister and the report was tabled in Parliament on 7 March 2023. The Minister accepted the Commission's recommendation to dismiss the Council and appoint a panel of administrators.

On 9 March 2023, John Tanner AM was appointed as interim administrator until the appointment of the panel.

On 8 June 2023 a Panel of Administrators was appointed to Moira Shire Council until the first meeting of the council following the general elections in October 2028. The panel includes:

- John Tanner AM - Chair Administrator (John's appointment concludes on 8 December 2023)
- Dr Graeme Emonson PSM
- Suzanna Sheed.

The terms and conditions of the appointment has been fixed by the Minister for Local Government in accordance with section 7(e) of the *Local Government (Moira Shire Council) Act 2023*.

1.3 Impact of Covid-19

During 2022/23 the Covid-19 pandemic had a minor impact on Council operations. Council has noted the following impacts on its financial operations:

Additional revenue

Council received \$90,000 from the Victorian Government to distribute Rapid Antigen Tests (RAT) to the general public, this was done through Council offices, the Goulburn Valley Regional Library and Maternal and Child Health Centres.

Additional costs

Council spent \$111,000 on Covid-19 recovery programs for the Moira community to support the Shire return to a normal post Covid-19 environment, this was grant funded in 2021/22.

1.4 Impact of October 2022 flood event

Commencing 6 October 2022 a flood event occurred across Victoria, a Disaster Recovery event (AGRN 1037) was declared. Moira Shire was significantly impacted by the flood event. Council incurred costs in responding to the event and providing subsequent support to the Moira community.

Additional revenue

Council received \$1 million in funding from the Victorian Government through its Council Flood Support Fund and an additional \$1.27 million in funding from the Victorian Government through its October 2022 Flood Community Recovery program.

Additional costs

Council incurred \$1.86 million in costs in response to the immediate recovery of the community and emergency infrastructure (i.e. road) repairs as a result of the October 2022 Flood event. It also incurred a further \$75k in costs to support the longer term recovery of the Moira community.

Notes to the Financial Report

For the Year Ended 30 June 2023

Note 2 ANALYSIS OF OUR RESULTS

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 / Revenue and expenditure	Budget 2023 \$'000	Actual 2023 \$'000	Variance \$'000	Variance %	Ref.
Income / Revenue					
Rates and charges	42,400	42,492	92	0.2	
Statutory fees and fines	1,634	1,887	253	15.5	1
User fees	2,231	2,366	135	6.1	
Grants - operating	10,510	21,215	10,705	101.9	2
Grants - capital	19,825	4,569	(15,256)	(77.0)	3
Contributions - monetary	175	709	534	305.1	4
Contributions - non monetary	500	3,952	3,452	690.4	5
Net gain on disposal of property, infrastructure, plant and equipment	67	212	145	216.4	6
Share of net profits (or loss) of associates and joint ventures	(10)	(60)	(50)	500.0	
Other income	899	2,888	1,989	221.2	7
Total income	78,231	80,230	1,999	2.6	
Expenses					
Employee costs	25,471	22,744	(2,727)	(10.7)	8
Materials and services	25,329	27,124	1,795	7.1	9
Depreciation	11,484	12,776	1,292	11.3	10
Amortisation - intangible assets	-	809	809	100.0	11
Amortisation - Right of use assets	658	658	-	-	
Bad and doubtful debts - allowance for impairment losses	15	16	1	6.7	
Borrowing costs	12	12	-	-	
Finance costs - leases	134	117	(17)	(12.7)	
Other expenses	1,065	532	(533)	(50.0)	12
Total expenses	64,168	64,788	620	1.0	
Surplus/(deficit) for the year	14,063	15,442	1,379	9.8	

(i) Explanation of material variations

Variance Reference	Item	Explanation
1	Statutory fees and fines	Additional income derived from higher Town Planning fees collected during the last quarter from increased planning applications \$343k, offset by lower Building fees collected \$90k.
2	Grants - operating	In 2022/23 Council received 100% of its 2023/24 Financial Assistance Grant in advance resulting in additional \$7.72M being received, Council also received \$3.04M in State Government grant funding for Council and community assistance as a result of the 2022 Flood Event.

Notes to the Financial Report

For the Year Ended 30 June 2023

Variance Reference	Item	Explanation
3	Grants - capital	In 2022/23 Council was unsuccessful in grant applications for: Yarrawonga Fiveways intersection \$1.63M, Katunga Recreation Reserve building \$630k, Cobram Flood Levee \$500k, Wilby Bridge \$173k and Cemetery Bridge Nathalia \$150k. Project delays have delayed recognition of grant income for Yarrawonga MultiSports Stadium \$5.3M, Bartrops and Bourkes Bridges \$1.76M, Yarrawonga Library \$1.0M, our Roads to Recovery program \$330k, Kennedy Park/Thompsons Beach Cobram \$300k and Numurkah Recreation Reserve Lights \$230k. The Commonwealth Government has extended the timeframe for the Local Roads & Community Infrastructure Program to the end of June 2024, allowing Council to delay projects under this program to be completed in 2023/24.
4	Contributions - monetary	Contributions received by Council from water authorities for kerb and channel and drainage projects across the Shire \$405k, contributions to the Open Space reserve \$107k and developer contributions to new street lighting \$21k.
5	Contributions - non monetary	Contributions of roads, kerb and channel, footpaths and drainage from developers of new residential estates.
6	Net gain on disposal of property, infrastructure, plant and equipment	Gain on the sale of surplus land assets and obsolete light fleet and heavy plant equipment.
7	Other income	As a result of the general rise in interest rates Council received increased income on its term deposit investment portfolio of \$1.51M. Other income received includes the increased value of Council's water share portfolio \$261k, legal cost reimbursements \$64k, volunteer services income \$50k and insurance claim reimbursements \$18k.
8	Employee costs	Due to the ongoing skills shortage experienced in regional Australia, employee labour costs were significantly under budget \$2.39M. Following on from COVID-19 and the impact of the October 2022 Flood Event, training and conferences spend under budget \$160k, WorkCover premiums under budget \$160k and Fringe Benefits Tax under \$20k.
9	Materials and services	October 2022 Flood Event materials and services costs \$1.5M, additional legal fees incurred in response to various legal matters \$152k and external consultant costs in relation to the interim administration \$143k.
10	Depreciation	Higher depreciation charges driven by increased value of infrastructure assets.
11	Amortisation - intangible assets	Recognition of an intangible asset Landfill Cell Airspace in accordance with AASB 137 Provision, Contingent Liabilities and Contingent Assets.
12	Other expenses	A change to the Milliman Group G100 Discount Rates model has provided a reduction to the Council's landfill interest on unwinding of discount on provision generating a non-cash saving of \$1.47M on budget. Following the dismissal of the Council, councillor costs were reduced by \$143k. The savings offset by the cost of Commission of Inquiry into Moira Shire Council \$922k, Administrators costs \$108k and volunteer services expense \$50k.

Notes to the Financial Report

For the Year Ended 30 June 2023

2.1.2 Capital Works	Budget 2023 \$'000	Actual 2023 \$'000	Variance \$'000	Variance %	Ref.
Property					
Land under roads	-	18	18		
Land improvements	596	-	(596)	(100.0)	1
Total Land	596	18	(578)	(97.0)	
Buildings					
Buildings	8,424	2,701	(5,723)	(67.9)	2
Total buildings	8,424	2,701	(5,723)	(67.9)	
Total property	9,020	2,719	(6,301)	(69.9)	
Plant and equipment					
Plant, machinery and equipment	1,190	1,057	(133)	(11.2)	
Computers and telecommunications	140	-	(140)	(100.0)	
Total plant and equipment	1,330	1,057	(273)	(20.5)	
Infrastructure					
Roads	5,644	4,180	(1,464)	(25.9)	3
Kerb and channel	1,390	483	(907)	(65.3)	4
Bridges	918	49	(869)	100.0	5
Footpaths and cycleways	1,248	948	(300)	(24.0)	6
Drainage	2,295	1,606	(689)	(30.0)	7
Culvert and floodways	90	109	19	21.1	
Recreational, leisure and community facilities	2,836	1,761	(1,075)	(37.9)	8
Waste management	-	709	709		9
Parks, open space and streetscapes	250	-	(250)	(100.0)	10
Aerodromes	391	28	(363)	(92.8)	11
Other assets	193	1,343	1,150	595.9	12
Total infrastructure	15,255	11,216	(4,039)	(26.5)	
Total capital works expenditure	25,605	14,992	(10,613)	(41.4)	
Represented by:					
New asset expenditure	8,345	2,485	(5,860)	(70.2)	
Asset renewal expenditure	13,402	7,989	(5,413)	(40.4)	
Asset expansion expenditure	232	-	(232)	(100.0)	
Asset upgrade expenditure	3,626	4,518	892	24.6	
Total capital works expenditure	25,605	14,992	(10,613)	(41.4)	

(i) Explanation of material variations

Variance Reference	Item	Explanation
1	Land Improvements	Suitable grant funding has yet been identified for the Cobram East Levee delaying a project start \$596k.

Notes to the Financial Report

For the Year Ended 30 June 2023

- | | |
|---|---|
| 2 Buildings | Project delays experienced with the 2022/23 works on the Yarrawonga Sports Stadium project \$1.0M and the Yarrawonga Library project \$3.0M, these projects to be re-budgeted in the 2023/24 financial year. The redevelopment of the Yarrawonga Depot delayed for further project development \$533k, delays in the Public Toilet renewal program \$455k, Scott Reserve Cobram \$235k, Yarrawonga Public Toilet \$175k, Numurkah Town Hall Power Supply \$175k, and Yarrawonga Town Hall Air Conditioning \$150k. |
| 3 Roads | Naring and Numurkah Roads intersection project delayed due to project being re-scoped \$600k. Project delays of the Botts Road & Murray Valley Highway intersection \$410k and the Acacia and Melaluca Streets Yarrawonga \$200k. The October 2022 Flood event caused delays in normal Roads renewal programs including those under the Roads to Recovery program \$254k. |
| 4 Kerb and channel | The extension of the Commonwealth Local Roads and Community Infrastructure program has allowed the Woods Road Yarrawonga Kerb and Channel project to be delivered in 2023/24 \$450k. Delays due to the wet weather experienced during 2022/23 caused delays in completing all of the Kerb and Channel renewal program \$457k. |
| 5 Bridges | Council was not able to obtain grant funding for the Cemetery Bridge Nathalia \$330k and Wilby Bridge replacement \$215k, these projects did not proceed. The Yambuna Bridge renewal did not proceed as a cost sharing arrangement with Campaspe Shire could not be reached \$48k. Works under the bridges renewal program was delayed due to the October 2022 flood event \$276k. Council was successful in obtaining Commonwealth funding to renew Bartrops and Bourkes Bridges, the grant agreement allowing project design costs be delayed to 2023/24. |
| 6 Footpaths and cycleways | The extension of the Commonwealth Local Roads and Community Infrastructure program has allowed the Botts Road Yarrawonga Shared Footpath project to be delivered in 2023/24 \$300k. |
| 7 Drainage | During 2022/23 a combination of factors including scarcity of contractors and materials (concrete pipes) along with the impact of the October 2022 flood event and subsequent wet weather has contributed to Council's drainage program being severely impacted. Projects not completed include: Karook Street Cobram drainage \$336k, Manifold and Harcourt Streets Nathalia \$218k and Yarrawonga Wetlands (Marine Parade) drainage \$135k. |
| 8 Recreational, leisure and community facilities | Council was unsuccessful in grant funding for the Yarroweyah Recreation Reserve Lighting project \$350k, funding is still being sought in 2023/24. Project delays in the Apex Park Cobram project \$600k and a delay in identifying a suitable location for the Cobram Off-Leash Dog Park \$125k. |
| 9 Waste management | Additional works to increase landfill capacity following the October 2022 flood event required works to be completed early on a new cell at the Cobram Landfill \$554k, Council also received State Government grant funding to improve recycling facilities at the Landfill and Transfer Stations \$155k. |
| 10 Parks, open space and streetscapes | Kennedy Park/Thompson Beach Cobram upgrade project delayed due to October 2022 flood event and subsequent wet conditions, this project to be delivered in 2023/24 \$250k. |

Notes to the Financial Report

For the Year Ended 30 June 2023

- | | | |
|-----------|---------------------|---|
| 11 | Aerodromes | The wet conditions experienced during 2022/23 prevented works to be completed for the Yarrowonga Aerodrome - Taxiway Compliance Works \$291k. The carried forward reseal works project at the Yarrowonga Aerodrome was completed with a saving earned of \$72k. |
| 12 | Other assets | Carried forward projects from the 2021/22 capital works program completed in 2022/23, Levee bank renewal program \$598k, Yarrowonga Boat Ramp \$380k and Swimming Pool fencing renewal program \$60k. The installation of a EV Charging Station in Federation Park Cobram \$112k. |

Notes to the Financial Report

For the Year Ended 30 June 2023

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 and Administrator 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 2023

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

	Income / Revenue	Expenses	Surplus/ (Deficit)	Grants included in income / revenue	Total Assets
	\$'000	\$'000	\$'000	\$'000	\$'000
2023					
Office of CEO	3	4,157	(4,154)	-	-
Chief Financial Office	52,512	16,651	35,861	11,504	85,237
Corporate, Governance and Performance	285	7,298	(7,013)	180	-
Infrastructure Services	12,933	20,622	(7,689)	10,665	774,905
Sustainable Communities	12,231	14,127	(1,896)	1,167	-
Disaster (Flood) Recovery	2,266	1,933	333	2,266	-
	80,230	64,788	15,442	25,782	860,142

The Chief Financial Office includes \$32.91 million income from General Rates and Municipal Charges. The operating income in Infrastructure of \$4.57 million includes capital grant income received for acquisition or construction of property, infrastructure, plant and equipment assets.

Unattributed includes income revenue received \$2.27 million from Victorian Government for disaster recovery payments resulting from the October 2022 flood event. Expenditure incurred to the 30 June 2023 as a result of the floods was \$1.93 million.

	Income / Revenue	Expenses	Surplus/ (Deficit)	Grants included in income / revenue	Total Assets
	\$'000	\$'000	\$'000	\$'000	\$'000
2022					
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

Notes to the Financial Report

For the Year Ended 30 June 2023

Note 3 FUNDING FOR THE DELIVERY OF OUR SERVICES

3.1 Rates and charges

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

The valuation base used to calculate general rates for 2022/23 was \$9.78 billion (2021/22 - \$7.57 billion).

	2023	2022
	\$'000	\$'000
General rates	26,616	25,647
Municipal charge	6,293	6,034
Environmental levy	2,152	2,039
Kerbside waste management charges	6,600	6,282
Supplementary rates and rate adjustments	299	568
Interest on rates and charges	240	243
Revenue in lieu of rates	292	273
Total rates and charges	42,492	41,086

The date of the latest general revaluation of land for rating purposes within the municipal district was 1 January 2023, and the valuation will be applied in the rating year commencing 1 July 2023.

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	913	720
Building services fees	455	554
Land information certificates	42	55
Permits	40	46
Business registration fees	158	165
Animal registration fees and fines	210	201
Other statutory fees and fines	69	53
Total statutory fees and fines	1,887	1,794

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	25	26
Waste management services	1,635	1,554
Rent and other property income	122	197
Public hall and park hire fees	188	129
Sundry works and works within road reserve fees	40	68
Caravan park charges	280	281
Other user fees and charges	76	126
Total user fees	2,366	2,381

Notes to the Financial Report

For the Year Ended 30 June 2023

	2023	2022
	\$'000	\$'000
User fees by timing of revenue recognition		
User fees recognised over time	615	633
User fees recognised at a point in time	1,751	1,748
Total user fees	<u>2,366</u>	<u>2,381</u>

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

3.4 Funding from other levels of government

Grants were received in respect of the following:

Summary of Grants

Commonwealth funded grants	21,199	23,030
State funded grants	4,584	4,852
Total grants received	<u>25,783</u>	<u>27,882</u>

(a) Operating Grants

Recurrent - Commonwealth Government

Financial Assistance Grants*	16,793	15,289
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Recurrent - State Government

Community health	82	56
Community safety	70	49
Economic development and tourism	608	508
Maternal and child health	587	1,011
Recreation, leisure and community events	76	54
Roadside weeds and pest management	75	75
School crossing supervisors	66	56
Total recurrent operating grants	<u>18,357</u>	<u>17,098</u>

Non-recurrent - Commonwealth Government

Recreation, leisure and community events	-	30
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Non-recurrent - State Government

Economic development and tourism	131	496
Community health	75	54
Community safety	-	36
Community services and events	72	-
Disaster recovery	2,343	-
Recreation, leisure and community facilities	-	27
Other	237	261
Total non-recurrent operating grants	<u>2,858</u>	<u>904</u>

Total operating grants

<u>21,215</u>	<u>18,002</u>
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* Council received 75% of the 2022/23 and 100% of the 2023/24 Commonwealth Financial Assistance Grants prior to the end of the respective financial year, these are general purpose grants and were recognised when received.

(b) Capital Grants

Recurrent - Commonwealth Government

Roads to recovery	2,217	2,547
Total recurrent capital grants	<u>2,217</u>	<u>2,547</u>

Notes to the Financial Report

For the Year Ended 30 June 2023

	2023	2022
	\$'000	\$'000
Non-recurrent - Commonwealth Government		
Roads	368	-
Buildings	340	160
Bridges	-	569
Kerb and channel	-	571
Footpaths and cycle ways	217	150
Drainage	874	925
Recreation, leisure and community facilities	391	2,683
Economic development and tourism facilities	-	106

Non-recurrent - State Government

Buildings	-	5
Roads	(4)	733
Drainage	-	90
Recreation, leisure and community facilities	166	1,341
Total non-recurrent capital grants	2,352	7,333

Total capital grants

4,569	9,880
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(c) Recognition of grant income

Before recognising funding from government grants as revenue, 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, Council:

- identifies each performance obligation relating to revenue under the contract/agreement
- determines the transaction price
- recognises a contract liability for its obligations under the agreement
- recognises revenue as it satisfies its performance obligations, at the time or over time when services are rendered.

Where the contract is not enforceable and/or does not have sufficiently specific performance obligations, the Council applies AASB 1058 Income of Not-for-Profit Entities.

Grant revenue with sufficiently specific performance obligations is recognised over time as the performance obligations specified in the underlying agreement are met. Where performance obligations are not sufficiently specific, grants are recognised on the earlier of receipt or when an unconditional right to receipt has been established. Grants relating to capital projects are generally recognised progressively as the capital project is completed. The following table provides a summary of the accounting framework under which grants are recognised.

Income recognised under AASB 1058 Income of Not-for-Profit Entities

General purpose	16,816	17,494
Other specific purpose grants	3,791	-

Revenue recognised under AASB 15 Revenue from Contracts with Customers

Specific purpose grants	5,176	9,372
Total income / revenue	25,783	26,866

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

Operating

Balance at start of year	984	948
Received during the financial year and remained unspent at balance date*	2,691	722
Received in prior years and spent during the financial year	(667)	(686)
Balance at year end	3,008	984

Notes to the Financial Report

For the Year Ended 30 June 2023

	2023	2022
	\$'000	\$'000
Capital		
Balance at start of year	5,703	8,908
Received during the financial year and remained unspent at balance date	3,241	2,545
Received in prior years and spent during the financial year	(745)	(5,750)
Balance at year end	8,199	5,703

3.5 Contributions

(a) Contributions - Monetary

Monetary contributions	709	461
Total monetary contributions	709	461

(b) Contributions - Non monetary

Non monetary contributions	3,952	3,765
Total non monetary contributions	3,952	3,765
Total contributions	4,661	4,226

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

Land	3	2
Roads	914	895
Kerb and channel	776	777
Footpaths and cycle ways	956	854
Drainage	1,303	1,237
Total non monetary contributions	3,952	3,765

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	614	131
Written down value of assets disposed	(402)	(87)
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	212	44

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

3.7 Other income

Interest on investments	1,714	266
Reimbursements and subsidies	124	179
Legal costs recouped	135	19
Energy rebate scheme income	76	80
Sale of recyclables income	39	236
Revaluation of intangible asset (water shares)	262	300
Recognition of assets under Council control	68	-
Water trading income	-	3
Volunteer services	349	343
Other income	121	81
Total other income	2,888	1,507

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.

Notes to the Financial Report

For the Year Ended 30 June 2023

Note 4 THE COST OF DELIVERING SERVICES

	2023	2022
	\$'000	\$'000
4.1 (a) Employee costs		
Wages and salaries	19,448	19,937
Apprentices and trainees	361	427
External contract employees	54	20
Superannuation	2,132	1,855
WorkCover	313	294
Fringe benefits tax	141	161
Other employee costs	295	314
Total employee costs	22,744	23,008

(b) Superannuation

Council made contributions to the following funds:

Accumulation funds

Employer contributions to Local Authorities Superannuation Fund (Vision Super)	1,422	1,239
Employer contributions - other funds	710	616
Total	2,132	1,855
Employer contributions payable at reporting date.	41	30

Refer to note 9.3 for further information relating to Council's superannuation obligations.

4.2 Materials and services

Building and facilities management	1,217	1,269
Community health and safety	875	825
Community services and events	654	494
Council contributions, donations and grants	744	759
Economic development and tourism	1,349	1,619
Engineering design and management	579	412
Environmental management	514	608
Finance and administration	1,687	1,281
Governance	990	705
Information technology	1,764	1,496
Infrastructure and asset management	195	536
Insurance	1,098	777
Library services	833	801
Parks and gardens	907	1,237
Planning and building services	214	219
Plant and fleet management	1,470	1,521
Pools and recreation	1,277	1,051
Roads, footpaths and drainage	3,886	4,091
Waste management	5,370	3,744
Natural disaster recovery	1,501	-
Total materials and services	27,124	23,445

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 2023

	2023	2022
	\$'000	\$'000
4.3 Depreciation		
Property	1,969	1,852
Plant and equipment	1,039	944
Infrastructure	9,768	8,486
Total depreciation	<u>12,776</u>	<u>11,282</u>

Refer to note 6.1 for a more detailed breakdown of depreciation charges and accounting policy.

4.4 Amortisation - intangible assets

Landfill cell airspace	809	300
Total Amortisation - intangible assets	<u>809</u>	<u>300</u>

Landfill Airspace asset was recorded under Waste Management as an item of Property, Infrastructure, Plant and Equipment. As this asset classification is for tangible assets, the asset has been reallocated to an intangible asset class as of 1 July 2021 and the corresponding amortisation was reclassified from Infrastructure depreciation.

4.5 Amortisation - right of use assets

IT equipment	52	47
Plant	606	566
Total Amortisation - right of use assets	<u>658</u>	<u>613</u>

4.6 Bad and doubtful debts - allowance for impairment losses

Sundry debtors	-	3
Infringement debtors	16	18
Total bad and doubtful debts - allowance for impairment losses	<u>16</u>	<u>21</u>

Movement in allowance for impairment losses in respect of debtors

Balance at the beginning of the year	67	68
New Provisions recognised during the year	15	10
Amounts already provided for and written off as uncollectible	(12)	(11)
Balance at end of year	<u>70</u>	<u>67</u>

An allowance for impairment losses in respect of debtors is recognised based on an expected credit loss model. This model considers both historic and forward looking information in determining the level of impairment.

4.7 Borrowing costs

Interest - borrowings	24	47
Less capitalised borrowing costs on qualifying assets	(12)	-
Total borrowing costs	<u>12</u>	<u>47</u>

Borrowing costs are recognised as an expense in the period in which they are incurred.

4.8 Finance costs - leases

Interest - lease liabilities	117	94
Total finance costs - leases	<u>117</u>	<u>94</u>

Notes to the Financial Report

For the Year Ended 30 June 2023

	2023	2022
	\$'000	\$'000
4.9 Other expenses		
Auditors' remuneration - VAGO - audit of the financial statements, performance statement and grant acquittals	53	57
Auditors' remuneration - Internal Audit	53	24
Councillors allowances	243	332
Administrators allowances	113	-
Commission of Inquiry into Moira Shire Council*	922	-
Unwinding of discount on provisions**	(1,274)	442
Refunds of rates	37	38
Volunteer services	349	343
Miscellaneous expenses	36	22
Total other expenses	532	1,258

* The Commission of Inquiry Report tabled in Victorian Parliament on 7 March 2023 ordered the cost of the inquiry be met by the Moira Shire Council.

** Change in discount rate model realised a credit adjustment to the future value of the provision required for Council's landfill. See Note 5.5

Notes to the Financial Report

For the Year Ended 30 June 2023

Note 5 OUR FINANCIAL POSITION	2023 \$'000	2022 \$'000
5.1 Financial assets		
(a) Cash and cash equivalents		
Cash on hand	5	5
Cash at bank	3,995	2,927
Deposits - at call	5,000	5,000
Total cash and cash equivalents	9,000	7,932
(b) Other financial assets		
Current		
Term deposits - current	57,000	48,000
Total other financial assets	57,000	48,000
Total financial assets	66,000	55,932

Cash and cash equivalents include cash on hand, deposits at call, and other highly liquid investments with original maturities of three months or less, net of outstanding bank overdrafts.

Other financial assets are valued at fair value, at balance date. Term deposits are measured at original cost. Any unrealised gains and losses on holdings at balance date are recognised as either a revenue or expense.

Other financial assets include term deposits and those with original maturity dates of three to 12 months are classified as current, whilst term deposits with maturity dates greater than 12 months are classified as non-current.

(c) Trade and other receivables

Current

Statutory receivables

Rates debtors	3,521	3,047
Fire services levy debtors	335	297
Infringement debtors	84	66
Provision for doubtful debts - infringement debtors	(68)	(64)
Net GST receivable	212	240

Non-statutory receivables

Other debtors	803	600
Provision for doubtful debts - other debtors	(3)	(3)

Total current trade and other receivables

4,884	4,183
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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.

(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)	387	463
Past due by up to 30 days	52	53
Past due between 31 and 180 days	364	84
Total trade & other receivables	803	600

Notes to the Financial Report

For the Year Ended 30 June 2023

	2023 \$'000	2022 \$'000
5.2 Non-financial assets		
(a) Inventories		
Inventories held for distribution	666	816
Total inventories	666	816

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	356	262
Accrued income*	2,089	164
Moira Recreation Committees assets**	553	497
Total other assets	2,998	923

* Accrued income variance to 2021/22 due to the increased accrual of interest income on investments and recognition of income earned on capital works projects under the Commonwealth Government LRCIP program but not paid as at 30 June 2023.

** 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*	3,324	3,062
Landfill Airspace**	3,395	4,651
Total intangible assets	6,719	7,713

	Water share entitlements \$'000	Landfill Airspace \$'000	Total \$'000
Gross carrying amount			
Balance at 1 July 2022	3,062	7,935	10,997
Fair value adjustment	262	(448)	(186)
Balance at 30 June 2023	3,324	7,487	10,811
Accumulated amortisation and impairment			
Balance at 1 July 2022	-	3,284	3,284
Amortisation expense	-	809	809
Balance at 30 June 2023	-	4,093	4,093
Net book value at 30 June 2022	3,062	4,651	7,713
Net book value at 30 June 2023	3,324	3,395	6,719

Intangible assets with finite lives are amortised as an expense on a systematic basis over the asset's useful life. Amortisation is generally calculated on a straight line basis, at a rate that allocates the asset value, less any estimated residual value over its estimated useful life. Estimates of the remaining useful lives and amortisation method are reviewed at least annually, and adjustments made where appropriate.

* 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 system. Moira Shire's water entitlements were valued as at 30 June 2023 by Wes Ridd (API Member 62427) of Preston Rowe Paterson Shepparton.

** Landfill Cell Airspace asset was recorded under Waste Management as an item of Property, Infrastructure, Plant and Equipment. Asset should be treated as an intangible asset. The asset has been retrospectively reclassified as an intangible asset class as of 1 July 2021.

Notes to the Financial Report

For the Year Ended 30 June 2023

	2023 \$'000	2022 \$'000
5.3 Payables, trust funds and deposits and unearned income / revenue		
(a) Trade and other payables		
Current		
<i>Non-statutory payables</i>		
Trade payables	341	1,004
Accrued expenses	2,303	1,246
Total current trade and other payables	<u>2,644</u>	<u>2,250</u>
(b) Trust funds and deposits		
Current		
Refundable deposits	2,182	1,406
Fire services levy	1,067	1,001
Retention amounts	149	150
Total current trust funds and deposits	<u>3,398</u>	<u>2,557</u>

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.

(c) Unearned income/revenue

Current		
Grants received in advance - operating	60	163
Grants received in advance - capital	8,199	5,703
Rates creditors (rates paid in advance)	807	739
Total current unearned income/revenue	<u>9,066</u>	<u>6,605</u>

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 Council satisfies the performance obligations under the contract/agreement. Refer to Note 3.4(c).

	\$'000	\$'000
5.4 Interest bearing liabilities		
Current		
Treasury Corporation of Victoria borrowings - secured	46	44
Other Borrowings - secured	-	254
	<u>46</u>	<u>298</u>
Non-current		
Treasury Corporation of Victoria borrowings - secured	466	512
	<u>466</u>	<u>512</u>
Total Interest bearing liabilities	<u>512</u>	<u>810</u>

Borrowings are secured by Council rate revenue. Refer to Note 5.6 for Council's financing arrangements.

Notes to the Financial Report

For the Year Ended 30 June 2023

	2023	2022
	\$'000	\$'000
(a) The maturity profile for Council's borrowings is:		
Not later than one year	46	298
Later than one year and not later than five years	250	251
Later than five years	216	261
Total Interest bearing liabilities	512	810

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

	2023	2023	2023
	Employee	Landfill restoration	Total
	\$'000	\$'000	\$'000
Balance at beginning of the financial year	5,372	11,469	16,841
Additional provisions	789	-	789
Amounts used	(685)	-	(685)
Provision revaluation	-	(448)	(448)
Change in the discounted amount arising because of time and the effect of any change in the discount rate	-	(1,274)	(1,274)
Balance at the end of the financial year	5,475	9,747	15,222
Provisions - current	5,189	1,500	6,689
Provisions - non-current	286	8,247	8,533
	2022	2022	2022
	Employee	Landfill restoration	Total
	\$'000	\$'000	\$'000
Balance at beginning of the financial year	4,375	11,965	16,340
Additional provisions	1,584	-	1,584
Amounts used	(587)	-	(587)
Provision revaluation	-	(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
Provisions - current	5,062	588	5,650
Provisions - non-current	310	10,881	11,191

Notes to the Financial Report

For the Year Ended 30 June 2023

	2023	2022
	\$'000	\$'000
(a) Employee provisions		
Current provisions expected to be wholly settled within 12 months		
Annual leave	1,260	1,330
Annual leave loading	139	115
Rostered days off	236	190
Long service leave	2,986	2,921
	<u>4,621</u>	<u>4,556</u>
Current provisions expected to be wholly settled after 12 months		
Annual leave	568	506
	<u>568</u>	<u>506</u>
Total current employee provisions	<u>5,189</u>	<u>5,062</u>
Non-current		
Long service leave	286	310
Total non-current employee provisions	<u>286</u>	<u>310</u>
Aggregate carrying amount of employee provisions:		
Current	5,189	5,062
Non-current	286	310
Total aggregate carrying amount of employee provisions	<u>5,475</u>	<u>5,372</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.

	2023	2022
Key assumptions:	%	%
- discount rate*	4.063	3.693
- wage inflation rate*	4.350	3.850

* Source: Department of Treasury and Finance Victoria

	2023 \$'000	2022 \$'000
(b) Landfill restoration		
Current	1,500	589
Non-current	8,247	10,881
Total aggregate carrying amount of landfill restoration provision	9,747	11,470

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.

Council reviews the landfill restoration provision on an annual basis, including the key assumptions listed below.

	2023 %	2022 %
Key assumptions:		
- discount rate*	5.156 - 5.926	3.693
- inflation rate**	3.000	2.900

Source: * Milliman Group 100 discount rates

** Reserve Bank of Australia - long term inflation target

5.6 Financing arrangements

The Council has the following funding arrangements in place as at 30 June 2023.

Credit card facilities	96	127
Treasury Corporation of Victoria facilities	512	555
Other facilities	-	255
Total facilities	608	937
Used facilities	538	836
Unused facilities	70	101

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.

2023					Total
	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	
	\$'000	\$'000	\$'000	\$'000	\$'000
Operating					
Kerbside waste collection and landfill management	2,650	1,122	-	-	3,772
Computers and telecommunications	693	700	671	-	2,064
Maintenance and security of Council buildings	167	94	83	-	344
Cleaning of Council buildings	208	-	-	-	208
Environmental management	683	639	1,739	-	3,061
Recreation facilities management	1,314	1,327	4,059	-	6,700
Other services	388	219	26	-	633
Total	6,103	4,101	6,578	-	16,782

Notes to the Financial Report

For the Year Ended 30 June 2023

	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
Capital					
Building design and construction	915	822	-	-	1,737
Roads	2,424	1,617	-	-	4,041
Total	3,339	2,439	-	-	5,778

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					
Kerbside 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

5.8 Right-of-Use Assets and Lease Liability

At inception of a contract, Council assesses 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 amortised 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.

Notes to the Financial Report

For the Year Ended 30 June 2023

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;
- 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.

Under AASB 16 Leases, Council as a not-for-profit entity has elected not to measure right-of-use assets at initial recognition at fair value in respect of leases that have significantly below-market terms.

	Plant	IT Equipment	Total
	\$'000	\$'000	\$'000
Right-of-Use Assets			
Balance at 1 July 2022	2,222	146	2,368
Additions	864	-	864
Transfer to non-current assets	-	-	-
Amortisation charge	(606)	(52)	(658)
Balance at 30 June 2023	2,480	94	2,574

	2023	2022
	\$'000	\$'000
Lease Liabilities		
Maturity analysis - contractual undiscounted cash flows		
Less than one year	816	604
One to five years	2,085	2,057
More than five years	9	-
Total undiscounted lease liabilities as at 30 June:	2,910	2,661

Lease liabilities included in the Balance Sheet at 30 June:

Current	718	515
Non-current	1,948	1,926
Total lease liabilities	2,666	2,441

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.

Notes to the Financial Report

For the Year Ended 30 June 2023

	2023	2022
	\$'000	\$'000
Expenses relating to:		
Short-term leases *	-	121
Leases of low value assets	141	231
Total	141	352

* 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.

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	71	106
Later than one year but not later than five years	70	125
Total lease commitments	141	231

Notes to the Financial Report

For the Year Ended 30 June 2023

Note 6 ASSETS WE MANAGE

6.1 Property, infrastructure, plant and equipment

Summary of property, infrastructure, plant and equipment

	Carrying amount 30 June 2022	Additions	Contributions	Found	Revaluation	Disposal	Write-offs	Transfers*	Depreciation	Carrying amount 30 June 2023
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Property	183,569	1,390	3	-	56,323	(324)	-	569	(1,969)	239,561
Plant and Equipment	4,543	1,057	-	30	-	(110)	-	69	(1,039)	4,550
Infrastructure	413,349	7,312	3,949	39	108,003	-	-	(351)	(9,768)	522,533
Work in progress	3,516	5,233	-	-	-	-	(201)	(287)	-	8,261
Total	604,977	14,992	3,952	69	164,326	(434)	(201)	-	(12,776)	774,905

Summary of Work in Progress

	Opening WIP	Additions	Transfers	Write Offs	Closing WIP
	\$'000	\$'000	\$'000	\$'000	\$'000
Property	1,231	1,329	-	-	2,560
Plant and Equipment	65	-	-	-	65
Infrastructure	2,220	3,904	(287)	(201)	5,636
Total	3,516	5,233	(287)	(201)	8,261

Notes to the Financial Report

For the Year Ended 30 June 2023

(a) Property

	Land - specialised	Land - non specialised	Land improvement	Total Land	Buildings - non specialised	Total Buildings	Work In Progress	Total Property
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
At fair value 1 July 2022	10,595	89,297	94	99,986	156,866	156,866	1,231	258,083
Accumulated depreciation at 1 July 2022	-	-	(46)	(46)	(73,237)	(73,237)	-	(73,283)
	10,595	89,297	48	99,940	83,629	83,629	1,231	184,800
Movements in fair value								
Additions	18	-	-	18	1,372	1,372	1,329	2,719
Contributions	3	-	-	3	-	-	-	3
Revaluation*	12,083	28,343	-	40,426	17,974	17,974	-	58,400
Disposal	-	(324)	-	(324)	-	-	-	(324)
Transfers	-	36	-	36	541	541	-	577
	12,104	28,055	-	40,159	19,887	19,887	1,329	61,375
Movements in accumulated depreciation								
Depreciation charge	-	-	(4)	(4)	(1,965)	(1,965)	-	(1,969)
Revaluation	-	-	-	-	(2,077)	(2,077)	-	(2,077)
Disposal	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	(8)	(8)	-	(8)
	-	-	(4)	(4)	(4,050)	(4,050)	-	(4,054)
At fair value 30 June 2023	22,699	117,352	94	140,145	176,753	176,753	2,560	319,458
Accumulated depreciation at 30 June 2023	-	-	(50)	(50)	(77,287)	(77,287)	-	(77,337)
Carrying amount	22,699	117,352	44	140,095	99,466	99,466	2,560	242,121

Notes to the Financial Report

For the Year Ended 30 June 2023

(b) Plant and Equipment

	Plant machinery and equipment	Fixtures fittings and furniture	Computers and Telecoms	Work In Progress	Total plant and equipment
	\$'000	\$'000	\$'000	\$'000	\$'000
At fair value 1 July 2022	7,921	181	293	65	8,460
Accumulated depreciation at 1 July 2022	(3,580)	(95)	(177)	-	(3,852)
	4,341	86	116	65	4,608
Movements in fair value					
Additions	1,057	-	-	-	1,057
Found	30	-	-	-	30
Disposal	(625)	-	-	-	(625)
Transfers	66	19	-	-	85
	528	19	-	-	547
Movements in accumulated depreciation					
Depreciation charge	(979)	(19)	(41)	-	(1,039)
Disposal	515	-	-	-	515
Transfers	(13)	(3)	-	-	(16)
	(477)	(22)	(41)	-	(540)
At fair value 30 June 2023	8,449	200	293	65	9,007
Accumulated depreciation at 30 June 2023	(4,057)	(117)	(218)	-	(4,392)
Carrying amount	4,392	83	75	65	4,615

Notes to the Financial Report

For the Year Ended 30 June 2023

(c) Infrastructure

	Roads	Bridges	Kerb and Channel	Footpaths and Cycleways	Drainage	Culverts and Floodways	Recreational, leisure and community facilities	Waste Management
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
At fair value 1 July 2022	282,096	43,908	72,303	35,516	69,913	10,469	18,837	13,122
Accumulated depreciation at 1 July 2022	(62,425)	(14,182)	(17,610)	(7,640)	(20,211)	(4,445)	(7,158)	(8,256)
	219,671	29,726	54,693	27,876	49,702	6,024	11,679	4,866
Movements in fair value								
Additions	3,987	-	423	874	137	105	931	-
Found	-	-	-	-	9	-	-	-
Contributions	914	-	776	956	1,303	-	-	-
Revaluation*	98,263	5,964	10,489	4,256	11,128	7,544	(105)	-
Transfers*	22	-	81	2	(70)	47	25	(528)
	103,186	5,964	11,769	6,088	12,507	7,696	851	(528)
Movements in accumulated depreciation								
Depreciation charge	(5,190)	(333)	(975)	(741)	(775)	(111)	(1,170)	(177)
Found	-	-	-	-	-	-	-	-
Revaluation*	(20,686)	(2,031)	(2,677)	(1,039)	(3,419)	(925)	103	-
Transfers	-	-	-	-	13	-	-	11
	(25,876)	(2,364)	(3,652)	(1,780)	(4,181)	(1,036)	(1,067)	(166)
At fair value 30 June 2023	385,282	49,872	84,072	41,604	82,420	18,165	19,688	12,594
Accumulated depreciation at 30 June 2023	(88,301)	(16,546)	(21,262)	(9,420)	(24,392)	(5,481)	(8,225)	(8,422)
Carrying amount	296,981	33,326	62,810	32,184	58,028	12,684	11,463	4,172

Notes to the Financial Report

For the Year Ended 30 June 2023

(c) Infrastructure (cont.)

	Aerodromes	Other infrastructure	Work In Progress	Total Infrastructure
	\$'000	\$'000	\$'000	\$'000
At fair value 1 July 2022	537	13,420	2,220	562,338
Accumulated depreciation at 1 July 2022	(163)	(4,682)	-	(146,769)
	374	8,738	2,220	415,569
Movements in fair value				
Additions	-	855	3,904	11,216
Found	-	31	-	40
Contributions	-	-	-	3,949
Revaluation*	-	2,020	-	139,559
Transfers	-	46	(488)	(863)
	-	2,952	3,416	153,901
Movements in accumulated depreciation				
Depreciation charge	(16)	(280)	-	(9,768)
Found	-	(1)	-	(1)
Revaluation*	-	(882)	-	(31,556)
Transfers	-	-	-	24
	(16)	(1,163)	-	(41,301)
At fair value 30 June 2023	537	16,372	5,636	716,239
Accumulated depreciation at 30 June 2023	(179)	(5,845)	-	(188,070)
Carrying amount	358	10,527	5,636	528,169

* Revaluation includes charges against the Asset Revaluation Reserve by asset class for some assets where a sufficient reserve balance is maintained.

Notes to the Financial Report

For the Year Ended 30 June 2023

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
- pumps	30 years	5.0

Notes to the Financial Report

For the Year Ended 30 June 2023

	Depreciation Period	Threshold Limit \$'000
Culverts and flood ways		
- <i>culverts and flood ways</i>	100 years	5.0
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 31 December 2022. 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.

Land under Roads were valued as at 30 June 2023 by Ms Angela Waldner Acting 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.

Notes to the Financial Report

For the Year Ended 30 June 2023

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 31 December 2022 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.

Details of the Council's land and buildings and information about the fair value hierarchy as at 30 June 2023 are as follows:

	Level 1 \$'000	Level 2 \$'000	Level 3 \$'000	Date of Valuation	Type of Valuation
Land - specialised	-	-	22,699	12/2022	Full
Land - non specialised	-	-	117,352	12/2022	Full
Land improvements	-	-	44	06/2023	Full
Buildings - non specialised	-	-	99,466	12/2022	Full
Total	-	-	239,561		

Valuation of infrastructure

Roads were valued as at 30 June 2023 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 Beau Mittner, Manager Finance. The basis of valuation was current replacement cost.

Kerb and Channel were valued as at 30 June 2023 based on indexation calculation. A unit rate and effective life review conducted by a team of in-house professional staff, under the direction of Mr Beau Mittner, Manager Finance.

Bridges were valued as at 30 June 2023 based on indexation calculation. A unit rate and effective life review conducted by a team of in-house professional staff, under the direction of Mr Beau Mittner, Manager Finance.

Footpaths were valued as at 30 June 2023 based on indexation calculation. A unit rate and effective life review conducted by a team of in-house professional staff, under the direction of Mr Beau Mittner, Manager Finance.

Drainage assets were valued as at 30 June 2023 based on indexation calculation. A unit rate and effective life review conducted by a team of in-house professional staff, under the direction of Mr Beau Mittner, Manager Finance.

Culverts and Floodways were valued as at 30 June 2023 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 Beau Mittner, Manager Finance.

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.

Waste Management assets were valued as at 30 June 2020 based on a condition assessment. A unit rate and effective life review conducted by a team of in-house professional staff, under the direction of Mr Scott Draper, Manager Sustainability.

Notes to the Financial Report

For the Year Ended 30 June 2023

Aerodrome assets were valued as at 30 June 2020 based on a condition assessment. 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 cost less accumulated depreciation as at the date of valuation.

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

Details of the Council's infrastructure and information about the fair value hierarchy as at 30 June 2023 are as follows:

	Level 1 \$'000	Level 2 \$'000	Level 3 \$'000	Date of Valuation	Type of Valuation
Roads	-	-	296,981	06/2023	Full
Bridges	-	-	33,326	06/2023	Index
Kerb and channel	-	-	62,810	06/2023	Index
Footpaths and cycle ways	-	-	32,184	06/2023	Index
Drainage	-	-	58,028	06/2023	Index
Culverts and Floodways	-	-	12,684	06/2023	Full
Recreational, leisure and community facilities	-	-	11,463	06/2022	Full
Waste Management	-	-	4,172	06/2020	Full
Aerodrome	-	-	358	06/2020	Full
Other Infrastructure	-	-	10,527	06/2023	Index
Total	-	-	522,533		

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.

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.

	2023 \$'000	2022 \$'000
Reconciliation of specialised land		
Land under roads	22,699	7,666
Total specialised land	22,699	7,666

Notes to the Financial Report

For the Year Ended 30 June 2023

6.2 Investments in associates and joint arrangements

(a) Investments in associates

Goulburn Valley Regional Library Corporation

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 plus a community representative.

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.

	2023 \$'000	2022 \$'000
Fair value of Council's investment in Goulburn Valley Regional Library Corporation	906	873
Council's share of accumulated surplus/(deficit)		
Council's share of accumulated surplus(deficit) at start of year	34	(87)
Revised surplus(deficit) for prior year	16	-
Reported surplus(deficit) for year	17	121
Council's share of accumulated surplus(deficit) at end of year	67	34
Council's share of reserves		
Council's share of reserves at start of year	839	839
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	873	752
Revised surplus(deficit) for prior year	16	-
Share of surplus(deficit) for year	17	121
Carrying value of investment at end of year	906	873
Council' share of expenditure commitments		
Operating commitments	40	15
Council share of expenditure commitments	40	15

(b) Joint Arrangement

Creekside Estate Nathalia - Joint Venture

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 22 lot residential estate. Moira Shire Council has a 50% share of the joint venture.

As at 30 June 2023 all residential lots have been sold. The joint venture will be finalised in 2023/24 and profits disbursed.

Notes to the Financial Report

For the Year Ended 30 June 2023

	2023 \$'000	2022 \$'000
Fair value of Council's investment in Creekside Estate Nathalia - Joint Venture	490	583
	2023 \$'000	2022 \$'000
Council's share of accumulated surplus/(deficit)		
Council's share of accumulated surplus(deficit) at start of year	93	(72)
Reported surplus(deficit) for year	(93)	165
Council's share of accumulated surplus(deficit) at end of year	-	93
Movement in carrying value of specific investment		
Carrying value of investment at start of year	583	418
Share of surplus(deficit) for year	(93)	165
Carrying value of investment at end of year	490	583

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 2023

Note 7 PEOPLE AND RELATIONSHIPS

7.1 Council and key management remuneration

(a) Related Parties

Parent entity

Moira Shire Council is the parent entity.

Associates and joint ventures

Interests in associates and joint ventures 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 Administrators, Councillors, Chief Executive Officer and Directors are deemed KMP.

Councillors

Councillor Libro Mustica (Mayor) - 1 July 2022 to 3 November 2022
Councillor Peter Lawless (Councillor) - 1 July 2022 to 8 November 2022
(Mayor) - 9 November 2022 to 9 March 2023
Councillor Julie Brooks - 1 July 2022 to 9 March 2023
Councillor Ed Cox - 1 July 2022 to 9 March 2023
Councillor Peter Elliott - 1 July 2022 to 9 March 2023
Councillor Wayne Limbrick - 1 July 2022 to 9 March 2023
Councillor Peter Mansfield - 1 July 2022 to 9 March 2023
Councillor Judy Heather - 1 July 2022 to 9 March 2023
Councillor John Beitzel - 1 July 2022 to 9 March 2023
Councillor Scott Olson - 12 December 2022 to 9 March 2023
Councillor Wendy Buck - 15 December 2022 to 9 March 2023

Administrators

Administrator John Tanner AM (Interim) - 9 March 2023 to 7 June 2023
(Chair) - 8 June 2023 to 30 June 2023
Administrator Suzanna Sheed - 8 June 2023 - 30 June 2023
Administrator Dr Graeme Emonson PSM - was gazetted by the State Government on 8 June 2023, however was granted a leave of absence and commenced duties on 05 July 2023.

Executive Officers

Chief Executive Officer - Clare Keenan - 1 July 2022 to 30 June 2023
Acting Chief Executive Officer - Joshua Lewis - 08 March 2023 to 30 June 2023
Chief Financial Officer - Matthew Jarvis - 1 July 2022 to 30 June 2023
Director Infrastructure Services - Joshua Lewis - 1 July 2022 to 07 March 2023
Acting Director Infrastructure Services - Graham Henderson - 10 March 2023 to 31 May 2023
Director Corporate, Governance and Performance - Brant Doyle - 1 July 2022 to 10 February 2023
Acting Director Corporate, Governance and Performance - Amanda Chadwick - 27 February 2023 to 30 June 2023
Director Sustainable Communities - Sally Rice - 1 July 2022 to 14 December 2022
Acting Director Sustainable Communities - Rosanne Kava - 08 August 2022 to 15 February 2023
Acting Director Sustainable Communities - Janet Martin - 16 February 2023 to 30 June 2023

Notes to the Financial Report

For the Year Ended 30 June 2023

	2023	2022
	No.	No.
Total Number of Councillors	11	11
Total Number of Administrators	3	-
Total of Chief Executive Officer and other Key Management Personnel	10	8
Total Number of Key Management Personnel	<u>24</u>	<u>19</u>

(c) Remuneration of Key Management Personnel

Remuneration comprises employee benefits including all forms of consideration paid, payable or provided by Council, or on behalf of the Council, in exchange for services rendered. Remuneration of Key Management Personnel and Other senior staff is disclosed in the following categories.

Short-term employee benefits include amounts such as wages, salaries, annual leave or sick leave that are usually paid or payable on a regular basis, as well as non-monetary benefits such as allowances and free or subsidised goods or services.

Other long-term employee benefits include long service leave, other long service benefits or deferred compensation.

Post-employment benefits include pensions, and other retirement benefits paid or payable on a discrete basis when employment has ceased.

Termination benefits include termination of employment payments, such as severance packages.

	2023	2022
	\$'000	\$'000
Total remuneration of key management personnel was as follows:		
Short-term employee benefits	1,566	1,254
Other long-term employee benefits	20	15
Post-employment benefits	158	122
Termination benefits	-	139
Total	<u>1,744</u>	<u>1,530</u>

	2023	2022
	No.	No.
The numbers of key management personnel whose total remuneration from Council fall within the following bands:		
\$0 - \$9,999	3	1
\$10,000 - \$19,999	2	4
\$20,000 - \$29,999	7	3
\$30,000 - \$39,999	1	3
\$50,000 - \$59,999	2	-
\$60,000 - \$69,999	-	1
\$70,000 - \$79,999	1	-
\$90,000 - \$99,999	2	2
\$130,000 - \$139,999	-	1
\$140,000 - \$149,999	1	-
\$170,000 - \$179,999	1	1
\$200,000 - \$209,999	-	1
\$210,000 - \$219,999	1	-
\$220,000 - \$229,999	1	-
\$230,000 - \$239,999	-	1
\$240,000 - \$249,999	1	-
\$260,000 - \$269,999	1	-
\$280,000 - \$289,999	-	1
Total	<u>24</u>	<u>19</u>

Notes to the Financial Report

For the Year Ended 30 June 2023

(d) Remuneration of other senior staff

Other senior staff are officers of Council, other than Key Management Personnel, whose total remuneration exceeds \$160,000 and who report directly to a member of the KMP. *

	2023 \$'000	2022 \$'000
Total remuneration of other staff was as follows:		
Short-term employee benefits	599	1,311
Other Long-term employee benefits	27	86
Post-employment benefits	59	122
Termination benefits	-	-
Total	685	1,519

	2023 No.	2022 No.
The number of other senior staff are shown below in their relevant income bands:		
Less than \$160,000	-	4
\$160,000 - \$169,999	2	4
\$170,000 - \$179,999	1	-
\$180,000 - \$189,999	1	1
\$200,000 - \$209,999	-	1
Total	4	10

* Due to a definitional change the comparative figures in this note may not align with the previous year's annual report, which included disclosure of senior officers as defined in the Local Government Act 1989.

7.2 Related party disclosure

(a) Transactions with related parties

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

	2023 \$'000	2022 \$'000
(i) Fees and charges charged to entities controlled by key management personnel	43	38
(ii) Employee expenses for close family members of key management personnel	77	114
(iii) Purchase of materials and services from associates of key management personnel	92	66
(iv) Purchase of materials and services from entities controlled by key management personnel	14	20

(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.

(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) Hardware and general supplies - \$24,165
- (2) General public entertainment - \$67,743
- (3) Floral arrangements - \$155

As at 30 June 2023 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 - \$13,849

As at 30 June 2023 there were no amounts owed by Council to the company.

Notes to the Financial Report

For the Year Ended 30 June 2023

	2023	2022
	\$'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	3
(ii) Employee expenses for close family members of key management personnel	1	1

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:

(i) Moira Shire is committed to paying an annual contribution to Goulburn Valley Regional Library Corporation for the provision of library services at four locations and a mobile library service 2022/23 \$819,888 (2021/22 \$807,780).

Notes to the Financial Report

For the Year Ended 30 June 2023

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

Contingent assets are possible assets that arise from past events, whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the Council.

Disaster Recovery Funding Arrangements (DRFA) claims

Council has submitted two claims under Disaster Recovery Funding Arrangements (DRFA) for the October 2022 Flood Event (AGRN 1037) for costs incurred up to 30 June 2023, these claims totalling \$675,813 have yet to be assessed and paid.

Non current asset contributions

Non current asset contributions from development activities expected to be received in 2023/24 in respect of property subdivisions under development total \$1,000,000 (2022/23 \$3,951,739).

(b) Contingent liabilities

Contingent liabilities are:

- possible obligations that arise from past events, whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the Council; or
- present obligations that arise from past events but are not recognised because:
 - it is not probable that an outflow of resources embodying economic benefits will be required to settle the obligation; or
 - the amount of the obligation cannot be measured with sufficient reliability.

Bank guarantees

Council has bank guarantees of \$697,500 (2021/22 \$697,500).

Employee Dispute Negotiations

There are three outstanding legal disputes with current/former employees over employment matters, whilst ongoing discussions/negotiations are in place, we are not in a position to reliably measure/quantify a liability.

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.

Liability Mutual Insurance

Council was a participant of the MAV Liability Mutual Insurance (LMI) Scheme, concluding on 30 June 2022. 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 2023 reporting period. Council assesses the impact of these new standards. As at 30 June 2023 there were no new accounting standards or interpretations issued by the AASB which are applicable for the year ending 30 June 2024 that are expected to impact Council.

Notes to the Financial Report

For the Year Ended 30 June 2023

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.

(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 been significant during the year to have an impact on the Council's year end result, interest income on investments has increased \$1.45M on the previous financial year.

(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.

Notes to the Financial Report

For the Year Ended 30 June 2023

(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.

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 +0.9% and -1.1% in market interest rates (AUD) from year-end rates of 4.10%.

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 whole:

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

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

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 2023

Revaluation

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

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

Asset class	Revaluation frequency
Land	4 years
Land Improvements	4 years
Land under roads	4 years
Buildings	4 years
Aerodromes	4 years
Bridges	4 years
Culverts and Floodways	4 years
Drainage	4 years
Footpaths and cycleways	4 years
Kerb and Channel	4 years
Parks, open space and streetscapes	4 years
Recreational, leisure and community facilities	4 years
Roads	3 years
Other infrastructure assets	4 years

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.

Impairment Indicator - Flood Impacted Roads

In October 2022, a flood event occurred across Victoria, a Disaster Recovery event (AGRN 1037) was declared. This flood event impacted some of Council's road network, which required a condition assessment to be undertaken in order to assess the damage and restoration works required. The condition assessment had been performed by Shepherd Services and the updated condition data for Council's road network was uploaded in Council's asset management system in order to adjust asset carrying values to reflect current condition. Any impairment in carrying value as a result of declining asset condition has been applied against the revaluation reserve to offset previous revaluation increments.

8.5 Events occurring after balance date

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

Notes to the Financial Report

For the Year Ended 30 June 2023

Note 9 OTHER MATTERS

9.1 Reserves

(a) Asset revaluation reserves

2023

Property

	Balance at beginning of reporting period \$'000	Increment (decrement)* \$'000	Balance at end of reporting period \$'000
Land	43,371	28,343	71,714
Land under roads	4,667	12,083	16,750
Land Improvements	13,731	-	13,731
Buildings	58,297	15,898	74,195
	120,066	56,324	176,390

Infrastructure

Roads	165,857	77,578	243,435
Bridges	20,623	3,933	24,556
Kerb and channel	21,976	7,813	29,789
Footpaths and cycle ways	30,726	3,217	33,943
Drainage	23,344	7,708	31,052
Culverts and floodways	9,200	6,619	15,819
Recreational, leisure and community facilities	1,749	(2)	1,747
Other infrastructure	1,077	1,138	2,215
	274,552	108,004	382,556
Total asset revaluation reserves	394,618	164,328	558,946

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
	119,021	1,045	120,066

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	23,353	(9)	23,344
Culverts and floodways	9,244	(44)	9,200
Recreational, leisure and community facilities	1,803	(54)	1,749
Other infrastructure	1,077	-	1,077
	275,279	(727)	274,552
Total asset revaluation reserves	394,300	318	394,618

* Increment/(decrement) includes disposal of written-off infrastructure assets where a sufficient balance is maintained in the Asset Revaluation Reserve.

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 2023

(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
2023				
Recreational open space reserve	1,033	177	-	1,210
Car parking reserve	140	-	-	140
Net gain native vegetation reserve	143	-	-	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	34,930	-	(27,693)	7,237
Total Other reserves	36,668	177	(27,693)	9,152
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

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 Council funds allocated for capital works not completed as at the end of the 2022/23 financial year, this excludes income from capital grants or contributions or loans attributable to the capital works project.

Notes to the Financial Report

For the Year Ended 30 June 2023

	2023	2022
	\$'000	\$'000
9.2 Reconciliation of cash flows from operating activities to surplus/(deficit)		
Surplus / (deficit) for the year	15,442	19,138
<i>Non-cash flows in profit from ordinary activities:</i>		
Depreciation/ amortisation	14,243	12,195
Profit / (Loss) on disposal of property, infrastructure, plant and equipment	(212)	(44)
Contributions - Non-monetary assets	(3,952)	(3,765)
Share of net profit / (loss) of investments in associates	60	(286)
Prior year capital works expensed	201	248
Fair value adjustment of intangible asset	(262)	300
Net value of previously unrecognised assets	(69)	-
Fair value adjustment of Employee Entitlements Provisions	788	-
Fair value adjustment of Landfill Provisions	(1,274)	-
Finance costs - Borrowings	12	47
Finance costs - Leases	117	94
Bad debts written off	16	21
Change in assets and liabilities:		
(Increase)/decrease in trade and other receivables	(757)	266
(Increase)/decrease in prepayments	(94)	(47)
(Increase)/decrease in accrued income	(1,925)	(115)
(Increase)/decrease in inventories	150	83
(Increase)/decrease in intangible assets	994	-
Increase/(decrease) in trade and other payables	394	507
Increase/(decrease) in other liabilities	765	(696)
Increase/(decrease) in unearned income /revenue	2,461	(3,962)
Increase/(decrease) in provisions	(1,619)	503
Net cash provided by / (used in) operating activities	25,479	24,487

Notes to the Financial Report

For the Year Ended 30 June 2023

9.3 Superannuation

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

Accumulation

The Fund's accumulation category, Vision MySuper/Vision Super Saver, receives both employer and employee contributions on a progressive basis. Employer contributions are normally based on a fixed percentage of employee earnings (for the year ended 30 June 2023, this was 10.5% as required under Superannuation Guarantee (SG) legislation (2022: 10.0%)).

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.

A triennial actuarial investigation is currently underway for the Defined Benefit category which is expected to be completed by 31 December 2023. Council was notified of the 30 June 2023 VBI during August 2023 (2022: August 2022). The financial assumptions used to calculate the 30 June 2023 VBI were:

Net investment returns	5.7% pa
Salary information	3.5% pa
Price inflation (CPI)	2.8% pa

As at 30 June 2022, an interim actuarial investigation was held as the Fund provides lifetime pensions in the Defined Benefit category. The vested benefit index (VBI) of the Defined Benefit category of which Council is a contributing employer was 102.2%. The financial assumptions used to calculate the VBI were:

Net investment returns	5.5% pa
Salary information	2.5% pa to 30 June 2023, and 3.5% pa thereafter
Price inflation (CPI)	3.0% pa

Council was notified of the 30 June 2022 VBI during August 2022 (2021: August 2021).

Vision Super has advised that the estimated VBI at June 2023 was 104.1%.

The VBI is to be used as the primary funding indicator. Because the VBI was above 100%, the 30 June 2022 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 2023

Employer contributions

(a) Regular contributions

On the basis of the results of the 2022 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 2023, this rate was 10.5% of members' salaries (10.0% in 2021/22). 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 2022 interim 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 2022 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 2022 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 employer:

	2022 (Interim) \$m	2021 (Interim) \$m
A VBI surplus	44.6	214.7
A total service liability surplus	105.8	270.3
A discounted accrued benefits surplus	111.9	285.2

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 2022.

Notes to the Financial Report

For the Year Ended 30 June 2023

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 2022.

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 2022.

The 2023 triennial actuarial investigation

A triennial actuarial investigation is being conducted for the Fund's position as at 30 June 2023. It is anticipated that this actuarial investigation will be completed by 31 December 2023. The financial assumptions for the purposes of this investigation are:

	2023 Triennial investigation	2020 Triennial investigation
Net investment returns	5.7% pa	5.6% pa
Salary information	3.5% pa	2.5% pa for the first two years and 2.75% pa thereafter
Price inflation	2.8% pa	2.0% pa.

Superannuation contributions

Contributions by Council (excluding any unfunded liability payments) to the above superannuation plans for the financial year ended 30 June 2023 are detailed below:

Scheme	Type of Scheme	Rate	2023 \$'000	2022 \$'000
Vision super	Accumulation	10.5% (2022: 10.0%)	1,422	1,239
All other funds	Accumulation	10.5% (2022: 10.0%)	710	616

In addition to the above contributions, Moira Shire has paid unfunded liability payments to Vision Super totalling \$Nil during the 2022/23 year (2021/22 \$Nil).

There were \$Nil contributions outstanding and no loans issued from or to the above schemes as at 30 June 2023.

The expected contributions to be paid to the Defined Benefit category of Vision Super for the year ending 30 June 2024 is \$Nil.

Notes to the Financial Report

For the Year Ended 30 June 2023

Note 10 Change in Accounting Policy

There have been no changes to accounting policies in the 2022-23 year.



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