



GREATER SHEPPARTON CITY COUNCIL
ANNUAL REPORT
2018/2019

COUNCIL PLAN IN ACTION



GREATER
SHEPPARTON



TRADITIONAL OWNERS

We, Greater Shepparton City Council, acknowledge the traditional owners of the land which now comprises Greater Shepparton.

We pay respect to their tribal elders, we celebrate their continuing culture and we acknowledge the memory of their ancestors.



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Message from the Mayor

I am pleased to present the 2018-2019 Annual Report. This edition reports against the second year of the Council Plan for 2017-2021. We are well on our way to achieving the actions in the Council Plan and expect that over the next two years we will have even more completed.



The Annual Report is a statutory requirement but I hope it is more than that for the reader. It is not only a great way to review what we have achieved as a Council and where we might go in the future, it also showcases our highlights, successes and breadth of activities.

There have been lots of achievements during the 2018-2019 financial year which have connected Council more strongly with our community, enhanced our environment, improved our infrastructure and consolidated our financial position. I do encourage you to take some time to read the Annual Report and learn about Council.

Council will continue to ask both State and Federal governments to fund major projects, which is critical as Council cannot fund these alone. Funding for the new Shepparton Art Museum, which is now well underway with completion set for late 2020, is just one of those projects. The Shepparton Bypass received funding from the Federal Government of \$208m to deliver Stage One of the project. We warmly welcomed this funding which is the culmination of strong advocacy over a number of years. There are other projects on our list which require State and Federal government funding including the redevelopment of the Maude Street Mall, the Stadium at Sports City, Aquamoves and Riverlinks Master Plan future redevelopment works and the continued improvement of our passenger rail services.

I am pleased to report that 225 people became new citizens in our municipality in 2018-2019. Our

community continues to be a welcoming place for people from many countries, as it has been over many decades. Hopefully we can continue to be a showcase for harmonious resettlement and continue to lead the way for Australia.

Council is committed to supporting industry, business and growth for our municipality for long-term sustainability including supporting export opportunities and attracting major international, national and state tourism and event activities. We continue to attract major sporting events to our region which has a positive impact on our economy.

I have enjoyed the second term of being Mayor and the chance to listen to and serve the community. Along with my team of fellow Councillors I have been committed to making decisions for a better municipality. During the year I have attended many Council meetings, consultations and community events.

I have also had the opportunity for successful meetings with many ministers as well as visits to Parliament House in Melbourne, and Canberra, to lobby for the needs of Greater Shepparton. I visited China and Hong Kong to promote our horticultural industry and to attract investment and opportunities for Greater Shepparton.

The input from our residents is welcomed, I want to hear what you have to say and I value that contact. In particular, the Small Town Mayor and CEO catch-ups have been a great way of getting out into our smaller communities to hear about the issues for your towns. Thank you to everyone that has been in touch, whether formally or informally.

I am very positive about the future of Greater Shepparton and I look forward to continuing my service as a Councillor with Greater Shepparton City Council well into the future.

A handwritten signature in black ink that reads "Kim O'Keeffe".

Cr Kim O'Keeffe,
Mayor

August 2019

Message from the CEO

It is my pleasure to present this Annual Report for the 2018/19 Financial Year.

I wish to only highlight three important matters and they are:



1. Reconciliation Action Plan (RAP)

This plan sets out our actions for working with the Aboriginal and Torres Strait Islander communities over the next 12 months. Importantly, it is Council's first written attempt to tell the truth of Aboriginal and Torres Strait Islander disadvantage and displacement since white settlement. As part of this plan, Council has achieved its target of two per cent Aboriginal and Torres Strait Islander employment 12 months ahead of schedule. I will now set a higher target.

2. Gender Equity

The Gender Equity Strategy and Action Plan implemented in 2018 will continue to be progressed; although our statistics are generally very good, there is a need to work on gender culture and ensure that this organisation sets the highest standards in this regard. Gender equity is a foundation value of this organisation and we need to continue to work in this space to ensure this is the case.

3. Shepparton Statement

The Shepparton Statement was launched in 2018/19 and has led to youth engagement in high numbers. The sheppartonstatement.com.au website is a platform for youth to have a voice, which is a direction in Council's adopted Youth Strategy and Action Plan. The aim is to continue to seek the advice of the youth of Greater Shepparton on environmental matters into the future.

I take this opportunity to thank all staff who have assisted in delivering projects and services this year and look forward to continuing this good work into the future.

Thank you also to the Councillors for their contributions and direction in what has been a very busy year.

A handwritten signature in black ink, appearing to read 'Peter Harriott'. The signature is stylized and fluid, written over a white background.

**Peter Harriott,
Chief Executive Officer**

August 2019



WELCOME

Welcome to the 2018-2019 Annual Report for Greater Shepparton City Council.

This report provides a comprehensive account of Council's achievements, challenges and aspirations for the future.

The Victorian Local Government Act (1989) requires all Councils to present an Annual Report to the Minister by 30 September each year.

The report details our performance against our commitments as set out in the Council Plan 2017–2021 and provides an analysis of our financial performance. This report also demonstrates the breadth of our operations and the diversity of services delivered on a daily basis to the Greater Shepparton communities.

The Annual Report is also an opportunity to acknowledge all of the great things that have been happening across the municipality and note the challenges that have marked the year.

We hope you enjoy reading about the 2018-2019 year and we thank our community for their continued support and direction.

How the Annual Report integrates with our planning, reviewing and reporting

The diagram below details how planning, measurement and reporting are undertaken at Council.



The **Council Plan**, developed in consultation with our community, details the vision, goals and strategies to guide Council's actions and work over a four-year period.

The **Strategic Resource Plan** describes how key actions and strategies will be resourced over the four years, while the **Annual Budget** sets out funding for projects and services to be undertaken over 12 months.

Departmental Business Plans provide the road map as to how services and projects will be delivered and sets out key performance indicators to be achieved.

The **Annual Report** describes progress in achieving the overall goals of the Council Plan and reports the results at the end of each financial year.

How to Read this Report

This Report is designed to serve both the needs of our community in informing them of what we've been doing, how we've followed through on the Council Plan and how we performed over the past 12 months, as well as to meet legislative requirements.

The Report presents the information that our community might find most interesting at the start of the report, with information that is more detailed and specific such as the financial report, contained towards the back of the document.

The Report is divided into:

Part One - Overview

Find out all about Greater Shepparton and your Council.

Part Two - Performance Report

Details how we have set about achieving the goals of the Council Plan.

Includes what we have undertaken to achieve leadership, economic, social, built and environmental outcomes, and the capital works we have completed over the last financial year as well as our Sustainability Report.

Part Three - Governance Report

Presents the corporate governance and statutory information.

Part Four - Financial Report

Presents the audited performance and financial statements detailing our financial performance over the last financial year. A quick and easy-to-read summary of the finances is provided to make the finances easy to understand and transparent.

Giving Feedback

We are really eager to hear any thoughts or ideas regarding the Annual Report. If there is information that you think needs to be included or any ideas of how we can improve the report please let us know -

council@shepparton.vic.gov.au



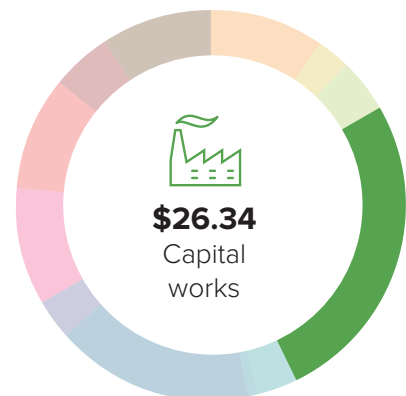
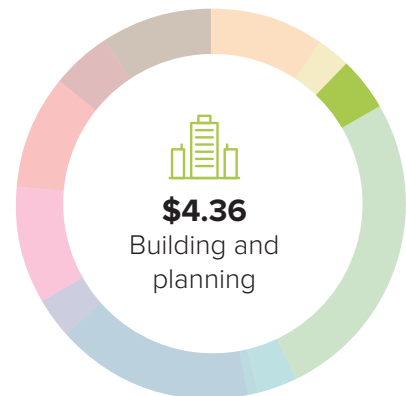
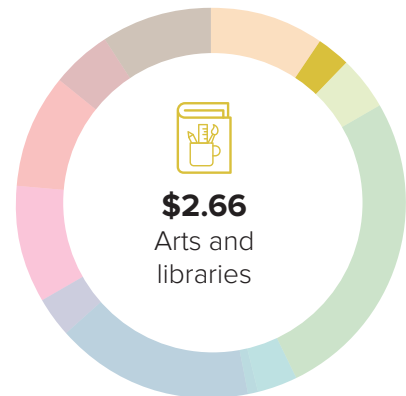
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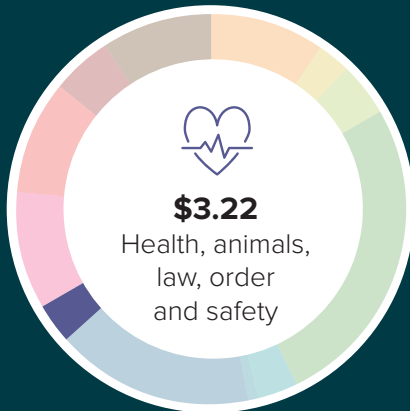
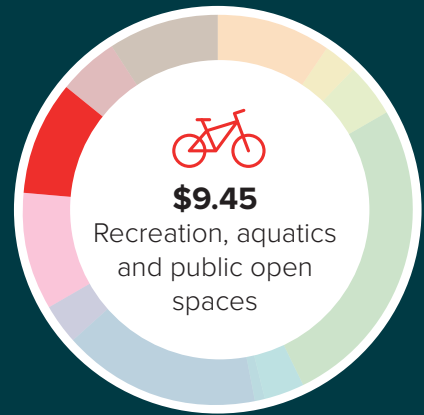
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WHERE YOUR RATES WERE SPENT IN 2018/2019

For every \$100 of rates income, you are helping fund your local community in these ways





Our Vision

Greater Shepparton,
Greater Future.

A thriving economy in
the foodbowl of Victoria
with excellent lifestyles,
innovative agriculture, a
diverse community and
abundant opportunities.

Our Purpose

To serve our community
through providing leadership,
making decisions, and
advocating for equitable
services and infrastructure.



PART ONE: OVERVIEW

About Greater Shepparton

Greater Shepparton is a vibrant, diverse community located approximately two hours north of Melbourne in the heart of the Goulburn Valley, the foodbowl of Australia.

Our central location is a major advantage and has seen our urban centre emerge as the retail, industry and services hub for central Victoria. Located at the intersection of the Midland and Goulburn Valley Highways, Greater Shepparton provides straightforward access to Adelaide, Sydney, Brisbane and Melbourne.

Along with our location, Greater Shepparton's critical mass of population and significant infrastructure provides the base of many key competitive advantages:

- An established manufacturing sector, with multinational companies such as SPC, Tatura Milk, Campbell's, Freedom Foods, Pental Soaps and Unilever calling Greater Shepparton home
- Extensive road transport industry with Shepparton often being referred to as the transport hub of regional Victoria
- Thriving food production industry with most-recent annual agricultural output \$664.1m leading to exports of \$295.4m
- Affordable residential and commercial real estate
- Access to a high standard of telecommunications and IT infrastructure
- Excellent health, leisure, arts facilities and services
- Education facilities that encourage career advancement, trade qualifications and meet ongoing cultural demand
- Recognition as a regional sporting capital, hosting many regional, state, national and international major sporting events

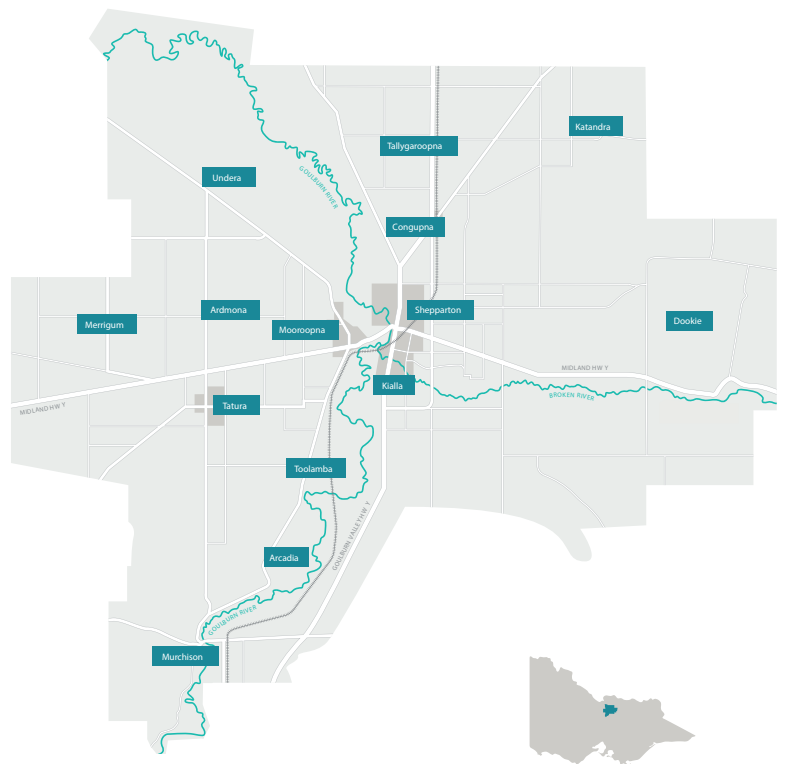
In conclusion, the mild climate and high level of activity coupled with a diverse culture makes Greater Shepparton an exciting place to be.

Location

The Goulburn River forms the backbone and lifeblood of the region, winding its way through beautiful countryside, native forests and fertile farmlands, bringing life to the rich agricultural landscape which has made the area renowned as Australia's foodbowl. This vibrant and dynamic region is the heart and soul of Australia's fruit and dairy processing industries.

Greater Shepparton is the fifth-largest regional centre in Victoria extending over 2,421 square kilometres.

Our region's population is almost evenly split between the main urban centres of Shepparton, Mooroopna and Tatura (53 per cent) with the remaining 47 per cent of the population residing in the surrounding rural areas, including the smaller townships of Murchison, Dookie, Merrigum, Congupna, Toolamba, Undera, Katandra and Tallygaroopna. This split reflects the wide range of lifestyle choices available across the municipality, from small urban blocks close to high-quality amenities, through to large working orchards and farms.



People

As a growing regional centre with a vibrant cultural mix of people, our community comprises 66,007 residents living within 60+ localities. However Shepparton does service a much larger population of approximately 250,000 people as it is the main service centre in northern Victoria.

Greater Shepparton enjoys a young demographic with growing families, with 2016 census data showing the proportion of couples with children nearly three per cent above the regional Victorian average, at 27.8 per cent. Although the number of couples with children has increased from 6,768 to 6,791 the total percentage of the population in this category is less than it was in 2011. It is still three per cent higher than the regional average.

The overall population is forecast to grow from 65,593 in 2017 to 83,234 by 2036. Our community understands that an expanding population will increase demand for services and infrastructure - particularly those that provide for our health and wellbeing. The challenge for all levels of government is to provide essential services and infrastructure in a timely manner.

At the same time we need to be creative and broaden the economy by attracting investment and generating jobs in sectors that complement our lifestyle and environment.

Socially we connect through friendships, gatherings, events and celebrations. Local strengths include high levels of citizen participation, embracing a strong volunteering ethos, participation in community events, the arts and organised sport, with a high level of community ownership and pride. Greater Shepparton delivers a wealth of community leaders, where the community is committed to seeking local solutions to local issues. Like most Victorian regions, people in Greater Shepparton are highly engaged in their community, with 20.6 per cent of the population involved in voluntary work.

The community are also active in engaging with their local issues, responding well to local government community consultations, and participating in large numbers in local politics, with 26 candidates at the last local government election in 2016.





HOT FOOD



Aboriginal and Torres Strait Islander

Greater Shepparton enjoys its position as one of the most culturally-diverse regional cities in Australia, continuing to provide people with vibrant opportunities.

It's our diversity that brings Greater Shepparton to life. Greater Shepparton has a significant Aboriginal and Torres Strait Islander population with a strong history of advocacy and leadership both nationally and internationally.

The Aboriginal and Torres Strait Islander population is represented in the census as one of the largest in regional Victoria, with an estimated 2,186 residents having Aboriginal or Torres Strait Islander heritage. However, anecdotally it is believed to be three times higher. Aboriginal and Torres Strait Islander residents represent many tribes including the local tribes of Yorta Yorta, Bangerang, Kalitheban, Wollithiga, Moira, Ulupna, Kwat Kwat, Yalaba Yalaba and Nguaria-iiliam-wurrung. Part of Shepparton's strong Aboriginal and Torres Strait Islander culture includes the Bangerang Cultural Centre, Kaiela Arts and The Flats.

Diversity

Our point of difference and strength is the diversity of our people. We celebrate all cultures and we represent different countries around the world, bringing with us many languages, faiths and cultures. We live together in harmony, respecting the past and each other's identity.

Our community is culturally rich with a large proportion of the population born overseas (14.8 per cent), with many residents immigrating from India, United Kingdom, Italy, Afghanistan, New Zealand, Iraq and the Philippines. Italian, Arabic, Persian/Dari, Punjabi, Turkish, Albanian, Mandarin, Filipino/ Tagalog and Malayalam are the most commonly-spoken languages other than English. During the 2018/19 year 225 people received Australian citizenship.

Shepparton is home to many cultural experiences including the Albanian Mosque, Turkish Cultural Centre and Mosque, and a Sikh Temple.

Liveability

Greater Shepparton provides an enviable, well-rounded lifestyle that is hard to beat.

Greater Shepparton is a vibrant and progressive community that offers the best of both provincial and metropolitan lifestyles. With its central location being a major strength, Greater Shepparton is the ideal regional location in which to live, work, invest and visit.

The municipality offers affordable real estate, business opportunities and diversified farming practices. Residents enjoy a wide range of entertainment and leisure options, including many coffee shops and restaurants.

Our history of migration has evolved our selection of local cuisine, whether it's Turkish, Japanese, Indian, Thai, Lebanese, Mexican, Chinese, Italian or a bistro meal, you can find it all in Shepparton's Central Business District (CBD), shopping centres and surrounding townships.

Local wineries and farmer's markets provide an added gourmet touch to celebrate and promote the region's repertoire.

Scenic open places, shared pathways and our river system add to our environment, and encourage social connection and improved lifestyle behaviours. Greater Shepparton is a retail centre for regional Victoria, constantly attracting new brands, and there are an abundance of events and leisure activities available to the community.



Art and Culture

As the vibrant heart of one of Victoria's most diversified tourist destinations, there is always something new to discover in and around Greater Shepparton.

Greater Shepparton has continued to develop a very strong sense of self, and that confidence is reflected in its commitment to art and culture.

The arts scene is thriving with regular traveling performances, exhibitions and artists visiting the region. Riverlinks brings touring programs and community performances into the Eastbank and Westside Performing Arts Centres and into smaller towns.

The Shepparton Art Museum (SAM) houses a fine collection of contemporary and Indigenous art plus one of Australia's leading ceramics collections and regularly hosts significant and acclaimed exhibitions.

Our award-winning Aboriginal Street Art can be found across Shepparton's CBD in laneways and on the Eastbank building in Welsford Street.

Greater Shepparton's Moooving Art herd brighten streets and major buildings.

The Shepparton Festival has gained recognition for cultural and artistic experiences with people coming from far and wide to participate in the many activities on offer.



Economy

Located in the heart of Victoria's Goulburn Valley, our central location, extensive infrastructure, entrepreneurial community spirit, quality fresh food, and manufacturing excellence, all combine to provide an ideal environment and climate to grow and thrive.

The region has a strong and well-developed economy, based primarily on irrigated agriculture, food processing, retail and road transport.

In 2017-2018, the gross value of agricultural production in the Shepparton region was \$1.9b, which was 13 per cent of the total gross value of agricultural production in Victoria (\$15b).

The Shepparton region has a diverse agricultural sector. The most important commodities in the Shepparton region based on the gross value of agricultural production were milk (\$570m), followed by cattle and calves (\$242m) and apples (\$158m). These commodities together contributed 52 per cent of the total value of agricultural production in the region. In 2015-2016 the Shepparton region accounted for 74 per cent (\$51.4m) of the total value of Victoria's pear production.

Local entrepreneurs and small businesses are the backbone of our communities equating to 35.6 per cent of the business sector. Council will continue to support them to prosper and grow, thus retaining local knowledge, building skills and employment in the region.

Tourism and events represents another important sector for Greater Shepparton. In 2017/18 the total economic impact of major events in Greater Shepparton was \$44.3m while the tourism impact was \$176m.

In terms of employment, people within Greater Shepparton are primarily employed in the following sectors:

- Health Care and Social Assistance (5,668 people or 17 per cent)
- Agriculture (3,227 or 9.8 per cent)
- Retail Trade (3,550 people or 10.8 per cent)
- Manufacturing (3,101 people or 9.4 per cent)
- Closely followed by construction, education and training, accommodation and food services and professional services.

The unemployment rate for Greater Shepparton is currently at 4.7 per cent (March 2019).

NOTE: Statistics quoted in this section have been sourced from the Australian Bureau of Statistics and Australian Department of Agriculture and Water Resources.

greater-shepparton.com.au/region/profile/statistics

www.agriculture.gov.au/abares/researchtopics/aboutmyregion/vic-shepparton#agriculturalsector



Education

Greater Shepparton sustains strong, diverse and sustainable business, health and education sectors.

Greater Shepparton has a range of educational facilities including a Council-run Family Day Care service, 15 long day care facilities, 27 kindergartens (17 Council-run), and 26 primary schools, several of which are located just outside of Shepparton (five to 20 minutes' drive). There are six secondary colleges (including Catholic and Grammar schools) and three tertiary institutions - GOTAFE, LaTrobe University and University of Melbourne, (campuses in Shepparton and Dookie).

Compared to regional Victoria, there is a lower proportion of people holding formal qualifications (Bachelor or higher degree; Advanced Diploma or Diploma; or vocational qualifications), and a higher proportion of people with no formal qualifications residing in Greater Shepparton.

Overall, 36.1 per cent went on to complete Year 12 or equivalent.



Health

Integrated Public Health planning for Greater Shepparton is delivered and reported at three levels that have been developed to meet statutory requirements of the *Public Health and Wellbeing Act 2008* and the Local Government Act 1989.

1. Greater Shepparton Public Health Strategic Plan 2018 – 2028

This plan reflects the long-term approach to guide the direction of collective public health efforts across the region. This Strategic Plan has been developed in consultation with the Greater Shepparton Public Health Advisory Committee and is the focus of this report. This plan “tells the story” of our unique municipality and Council’s vision is to create Greater Shepparton as the most liveable region.

2. Greater Shepparton Council Plan 2017 – 2021

Council’s four-year strategic plan incorporates health and wellbeing as part of its design shaped by the Environments for Health Framework. The Environments for Health Framework aims to make public health a central focus for local government and to increase capacity to prevent ill health and increase wellbeing. It is based on a social model for health which recognises the impact of the social, built, economic and natural environments on community health and wellbeing.

3. Greater Shepparton Public Health Implementation Plan

Developed annually, this plan identifies key targets, actions and measures relevant to the achievement of public health outcomes aimed at addressing the strategic direction and priorities outlined in the Greater Shepparton Public Health Strategic Plan and Council Plan.

Four areas of focus for the next 12 months will be targeting the adverse effects of alcohol and other drugs, interventions further addressing overweight and obesity particularly amongst children, gambling and homelessness.

The purpose of the Advisory Committee is to guide the strategic direction for health and wellbeing matters for Greater Shepparton in partnership, support the delivery of projects and initiatives to encourage health prevention strategies and identify emerging health and wellbeing issues.

Our community has access to quality health and medical facilities which offer a comprehensive range of services. These include two hospitals, retirement accommodation and Residential Aged Care Facilities. The city offers specialist and diagnostic services, oncology, family counselling and youth services to meet increasing demand.

Shepparton is home to the University of Melbourne’s Faculty of Medicine, Dentistry and Health Sciences and the Shepparton Medical Clinic. The Clinical School provides clinical rotations and education for the final three years of the Doctor of Medicine degree.



Environment

Our beautiful natural environment is a product of our fertile land, abundance of waterways and number of sunny days.

The heritage-listed Goulburn River, and its numerous tributaries, form vital refuges for indigenous flora and fauna and act as a living corridor for wildlife movement between the mountains and the Murray. The Goulburn River is bordered by Gemmill Swamp on the west bank and Reedy Swamp on the east bank within the Shepparton-Mooroopna town boundaries. Both wetlands are vital refuges for wildlife. Reedy Swamp marks the southernmost section of the Lower Goulburn National Park and is a renowned bird-watching site.

Situated on the Lower Goulburn River Floodplain, this fertile soil and access to water has made our area a highly productive agricultural area. But this has had a significant impact on our natural environment with less than three per cent remaining. The wildlife that depends on this habitat face further threats from the impacts of a drying and warming climate.

Greater Shepparton City Council is proactive in trying to address this issue through the overarching objective of Greening Shepparton.

Some of the projects that are helping to Green Shepparton are the One Tree Per Child Program, the Urban Forest Strategy, Water Sensitive Urban Design for stormwater treatment, National Tree Day and educating our community about the benefits of native vegetation.

Greater Shepparton City Council has installed 275 kWh of solar panels on four buildings over the last two years.

Council strongly supports solar opportunities within Greater Shepparton. The Greater Shepparton region has a demonstrated affinity with the advancement of solar energy and is committed to providing developers with the assistance required to identify a preferred site.

Environmental sustainability is a key objective to the Greater Shepparton City Council and the community as demonstrated by a number of successful partnerships such as RiverConnect and Goulburn Broken Greenhouse Alliance. Over 5,000 residents and visitors participated in a number of RiverConnect activities and events, connecting them to the history, culture and biodiversity of our unique river environment. The 2017/18 target of planting 17,664 local indigenous plants was exceeded each year through the One Tree Per Child project with a total of 56,000 plants planted.



Organisation

Council's main responsibilities are to set the overall directions and goals for the municipality and then monitor their implementation and success. The tools for setting these directions and goals are the major strategic plans.

These include the Council Plan, the Strategic Resources Plan, the Municipal Strategic Statement and the Municipal Public Health Plan. The most important of these are the Council Plan and the Strategic Resource Plan. Both of these plans are four-year plans which set the objectives and strategies of our Council and calculate how these may be resourced.

Greater Shepparton City Council is governed by nine elected Councillors, and operates in accordance with the Local Government Act 1989. As a local government authority, Greater Shepparton City Council exercises a wide range of government functions and powers for the "peace, order and good government" of our municipality.

Greater Shepparton City Council is one of the largest regional councils in Victoria and we strive to achieve our community's vision of a "Greater Shepparton".

As a local government we protect and strengthen Greater Shepparton's economic prosperity and the health, wellbeing and safety of our residents.

We endeavour to plan and build a connected regional community which is safe, easy to navigate and provides a healthy and prosperous lifestyle, now and into the future. Our purpose is to deliver services, implement strategic initiatives and develop policies and plans that are in the best interests of our community.

We are committed to making a difference in our community and creating a Greater Shepparton that provides access to world-class educational and employment opportunities and health and wellbeing facilities.



Services

Greater Shepparton City Council delivers in excess of 120 services for our community.

For families

- Best Start
- Child care
- Children's services
- Family Day Care
- Fun groups and play groups
- Immunisation
- KidsTown
- Kindergartens
- Maternal and Child Health
- Word and Mouth
- Youth Development

For older people and those with disabilities

- Aged and disability services
- Senior citizen's centres
- Social support services

For business

- Building and planning permits
- Building services
- Business Centre
- Business and industry development
- Food safety regulation programs
- Investment Attraction
- Parking permits and enforcement
- Shepparton Show Me
- Support for energy efficiency upgrades
- Tourism
- Trading permits
- Workshops and training

For the community

- Active Living programs
- Actively engaging our local indigenous community
- Actively engaging our new arrivals, migrants and refugees

- Advocating for the needs of our community with the state and federal governments
- Aquamoves
- Building and planning permits
- Collection and management of waste
- Creating and maintaining recreation and parks and gardens and sporting facilities
- Enforcing local laws
- Environmental education
- Environmental services
- Events and community festivals and activities
- Graffiti removal and prevention
- Hosting citizenship ceremonies
- Libraries
- Maintaining of playgrounds, play equipment and community facilities
- Managing facilities such as Tatura Park, Sports Stadium, Shepparton Showgrounds and Eastbank
- Managing road and footpath maintenance
- Outdoor pools
- Parking permits
- Pet registrations
- Provision of funding and grants for community facilities, sport, art, community, youth, sustainability and community-based events and regional towns
- Raising awareness of gender equity and family violence
- Riverlinks
- School crossing supervisors
- Shepparton Art Museum (SAM)
- Street lighting and signage
- Street Rider Bus
- Streetscaping
- Sustainability grants
- Undertaking strategic planning to ensure that Greater Shepparton has a sustainable and prosperous future
- Working with our regional towns in planning their futures

Councillors

Greater Shepparton City Council comprises nine democratically-elected Councillors who represent our community. As the locally-elected representatives they advocate on behalf of residents and undertake key tasks such as approving the Council Plan and Council Budget.

They have a responsibility, as stewards of community resources, to manage the Council’s assets, provide a wide range of services and facilities and ensure finances are allocated in the best interests of the whole community.

The Councillors set the Council’s direction by making decisions on key issues and policies that affect people’s lives and community prosperity. Council is also responsible for making statutory decisions, adopting policy, advocacy and the appointment of the Chief Executive Officer. Councillors work closely with the Chief Executive Officer to make important decisions and determine service priorities. The Chief Executive Officer then delegates tasks to members of his administration to be actioned.

Councillors are bound by their Code of Conduct under the provision of the Local Government Act 1989. The code outlines legislative requirements and expectations of Councillors when representing their Council and in their dealings with the community, Council staff and each other.

The Mayor is elected by at least a majority vote, where the position becomes the leader of all the Councillors whether they supported an individual or not. What this means is that the Mayor has responsibilities towards, and is accountable to, all Councillors.

The Mayor is the ceremonial head, chairs Council meetings and is Greater Shepparton’s representative at civic, business and governmental meetings and events and is the official spokesperson for Council.

COUNCILLORS	FIRST ELECTED
Cr Kim O’Keeffe Mayor	2016
Cr Shelley Sutton Deputy Mayor	2016
Cr Seema Abdullah	2016
Cr Dinny Adem	June 2014
Cr Bruce Giovanetti	2016
Cr Chris Hazelman	1997
Cr Les Oroszvary	2012
Cr Dennis Patterson	2012
Cr Fern Summer	2012





Cr Kim O’Keeffe Mayor

I have lived in Shepparton most of my life.

I have run my own business in the service and training industry for the past 28 years.

I have expanded my business nationally taking on the role as National Education and Marketing Manager for the Salons Group. I also have my own makeup brand that is sold across Australia. I have worked with both small and large businesses and companies, who I continue to support and mentor.

For the past 20 years I have been a volunteer for The Look Good Feel Better program, for Women with cancer. I have also been a volunteer for the Shine program and the Make A Wish foundation. I am also passionate about women’s health and wellbeing.

I am married to Brendan and we have raised our two daughters here in Shepparton.

We live in a beautiful region and my vision is for growth, and to prosper with forward thinking and a progressive approach. I am passionate about my community and I see opportunity, diversity and so much potential for our region. I want the Council to work together and strive for successful outcomes for our community.

I want a positive, transparent and productive Council that is engaged with the community. Greater Shepparton offers a wonderful lifestyle and really is a wonderful place to live and work.

I am approachable and I will listen to the community that has elected me.



Cr Shelley Sutton Deputy Mayor

*Diploma of Business
(Community
Service & Health
Management)*

I moved with my family to Shepparton in 1984, and worked in various organisations, including the City of Greater Shepparton, for many years. In 2005 I opened a fashion business in the CBD of Shepparton which I managed until 2018. I was elected as a Councillor for Greater Shepparton in 2016 and was honoured to be elected as Deputy Mayor in 2018, a position that I have really enjoyed.

During my term Council has been very proactive in the community and has delivered many major projects. The Sports Precinct in North Shepparton is a great example of a major achievement for our region, SAM is another major project that is now being progressed, along with new Public Conveniences in both Vaughan Street and Victoria Park Lake, to name a few.

My aim to revitalise the CBD has been slowly progressing with the plans for the Maude Street Mall currently in the design phase, but there is much more work to do to bring life back into the heart of Shepparton. I will continue to work with the community and to listen to any issues that they may have. I want to see Greater Shepparton grow and prosper in the coming years.



Cr Seema Abdullah

Master of Information Systems (MSc. Analysis, Design and Management of Information Systems)

Master of Business Administration (MBA)

Bachelor of Science

Certified Project Management Professional, Project Management Institute (PMI, USA)



I grew up in Pakistan and migrated to Australia in 2004.

I am a PMI (Project Management Institute) certified Project Management Professional. My qualifications include a Master of Business Administration and a Master of Science in Information Systems, from London School of Economics. I moved to Shepparton in 2009 with my husband and two children due to my husband's work commitments.

As a Councillor, I aim to bring my passion for community combined with the skill-set and competence to provide team leadership and deliver positive outcomes.

My interests include reading, gardening, cooking, listening to music and spending time with family and my large circle of friends.

While on Council, one of my goals is to provide strong leadership for the promotion of the positive aspects of our region and towns within Greater Shepparton. I would like to be a strong advocate for everything that is needed to enhance the liveability and attractiveness of our towns for residents and tourists.

There are a number of things that are great about our region. We have a strong sense of community, multicultural mix, diversity, openness and acceptance within the community, a beautiful lake, river, river walks, trees, open spaces, sporting facilities and relaxed pace of life within two hours of Melbourne.

Cr Dinny Adem

I was born in Shepparton, and I live with my wife Rita on a rural property in Shepparton East.



My wife and I have two daughters and three grandchildren. Born and raised on a farm, I have also worked for large corporations, as well as operating family-owned businesses.

My vision is to revitalise Greater Shepparton by attracting industry and other substantial employers to our municipality, for the benefit of all.

I believe that a successful Council is at the core of economic and community progress – a belief I aim to uphold. Clear and focused advocacy, combined with direct action policy is, I believe, the more effective way forward to address the equal challenges and opportunities that inevitably lie before us.

Cr Bruce Giovanetti

Graduate Diploma of Health Management

As I enter my final year as a Councillor at Greater Shepparton City Council it is timely to reflect on the journey of the past three years.



Prior to joining Council, I was CEO of the largest disability agency in the region where I worked for 23 years and developed the agency to a position of strength and stability. I successfully gained a Graduate Diploma of Health Management whilst a CEO of a public hospital for over 10 years in country Victoria.

When I first joined Council, it had the reputation of having a fractured relationship between the Councillors, I'm pleased to say I have not experienced this in my time as a Councillor. Councillors and staff as a whole have worked together well which has seen a real and tangible growth in the municipality. I can see a genuine belief in our community that the municipality is moving in a forward direction with growth in housing and industry and jobs being established.

Cr Chris Hazelman OAM

Master of Business Administration

I have lived in Shepparton with my family for most of my life. I obtained a Master of Business Administration and am a graduate of Harvard University and Kennedy School of Government Senior Executives Program in Public Policy Development.



After almost 30 years in various roles for the Victorian Government, I established an enterprise to provide consultancy services. I am a former Shire President of the Shire of Shepparton and former Mayor of the City of Greater Shepparton.

I am the Manager of the Ethnic Council of Shepparton and I'm actively involved with many community and sporting organisations including Board positions with the Shepparton Harness Racing Club, Primary Care Partnership, Fairley Leadership Program and Trots Club Victoria.

Cr Les Oroszvary

I am a member of the Victoria Police with 39 years' service. I am the Sergeant in Charge of the Legal Services Unit at Shepparton.



I have lived in the Shepparton area for over 30 years and I am second-term councillor.

I am a team player with a can-do attitude. My key focus continues to be on successful outcomes for the community in terms of quality service delivery, capital projects being completed and positive outcomes for the community in whatever form they may take. Greater Shepparton has all the natural advantages of location, climate and a strong community.

I will strive to ensure that Council continues to provide greater accountability and transparency with its community.

Cr Dennis Patterson

I am now in my seventh year as a councillor for the City of Greater Shepparton. I am still passionate about the place we all call home.



We certainly have our challenges like the CBD but I see a great future for our city.

Developments like Museum of Vehicle Evolution (MOVE), SAM and the new fish hatchery will put us front and centre on the tourist map and attract a whole new group of tourists that we have not attracted before.

I am particularly interested in the Murray Darling Basin Plan that is causing so much grief to our irrigation sector and damaging our heritage-listed Goulburn River. I represent Council on the Murray Darling Association and chair Region Two of that Association which takes in most of Northern Victoria and Southern NSW. I will continue to work for our ratepayers to the best of my ability.

Cr Fern Summer

Bachelor of Nursing

*Certified Division 1
Nurse*

*Graduated the
Company Director
Course*



I am a local nurse and mother who was elected in 2012.

I graduated from Goulburn Valley Grammar School, hold a Bachelor's degree from Deakin University and believe I am a credible and informed voice for the people.

Greater Shepparton is a magnificent place to be. Our strong points of difference are the rivers, small towns, retail sectors, tourism and agricultural industries, which all afford unlimited opportunity in moving forward.

Greater Shepparton is a fast growing municipality, which presents many challenges. It's imperative that Council transition the community from a 'town', to an important regional city, whilst keeping up with investment, infrastructure, services, employment and culture.

I believe everyone has a responsibility to make a positive contribution to society and my focus will be balancing the needs of our community with health promotion and social justice. Together, we can position Greater Shepparton as the premier place to live, work and play.

Directors

The Greater Shepparton City Council is led by the Chief Executive Officer (CEO) with the support of the Executive Leadership Team which comprises four Directors. The CEO and the Directors meet weekly to plan, co-ordinate and monitor the progress of Council's goals and strategic direction, financial management and statutory responsibilities. The team operate in accordance with the organisational values and the organisation's governance principles.



Chief Executive Officer

Peter Harriott

Bachelor of Civil Engineering

Masters of Business Administration

Building Surveyor Certificate

Engineer for Water Supply Certificate

Municipal Engineers Certificate



Peter has worked throughout Victoria and South Australia in local government over the past 35 years.

Peter has an interest in our changing climate and the impact our human footprint has on it. He believes action is required to ensure a sustainable future for our way of life and economic growth. He also places importance on culture and the arts as well as ensuring we all have a knowledge of the truth of our past settlement of the land.

As the Chief Executive Officer Peter is responsible for:

- Assisting the Council in the update and implementation of long-term strategic directions in operational terms.
- Providing leadership and authoritative advice to the Council and Committees on the strategic directions, policies and review mechanisms for Council.
- Promoting and representing the Council to governments and government authorities in order to gain support and investment to achieve Council goals and best outcomes for Greater Shepparton.
- Leading and developing the Council to ensure that it maintains its status as a high-functioning organisation and that its functions are benchmarked against best national and international practice.

Director Corporate Services

Chris Teitzel

*Certified Practicing
Accountant*

*Bachelor of
Business*

*Graduate
Certificate in
Management*



Chris has been with
Greater Shepparton
City Council as Director

Corporate Services since 2014 and has almost
30 years local government and private sector
experience in both Queensland and Victoria.
Chris has held many senior roles including CEO,
Director Community and Environmental Services,
Director Corporate Services and Manager Finance
as well a position of Commercial Manager in the
private sector.

Chris is a strategic, community-focused individual
with exceptional corporate governance,
finance and operation planning skills. Chris
has a strong interest in the important role local
government plays in improving the economic
and environmental sustainability of communities
in regional Australia. He is focused on delivering
cost-effective and efficient services to the Greater
Shepparton region and ensuring the ongoing
financial sustainability of Council.

As the Director Corporate Services, Chris is
responsible for:

- Finance and Rates
 - › Financial Accounting
 - › Management Accounting
 - › Revenue & Rates
 - › Accounting Operations
- Information and Communication Technology
 - › Application & Systems Development
 - › Systems Infrastructure
 - › Systems Support
- Corporate Governance
 - › Information Management
 - › Contracts & Procurement
 - › Risk & Assurance
 - › Governance
 - › Corporate Planning
- Citizen Services
 - › Customer Service
 - › Local Laws & Animal Management
 - › Parking Enforcement
- Marketing and Communications
 - › Digital Media & Design
 - › Marketing & Communications
 - › Shepparton Show Me
- People and Development
 - › Payroll
 - › People & Workforce
 - › Learning & Development
 - › Occupational Health & Safety

Director Community

Kaye Thomson

*Graduate Diploma
from the Australian
Institute of
Company Directors*

*Bachelor of
Applied Science/
Community Health*

*General Nurse,
Midwife, Maternal and
Child Health Nurse*



Kaye commenced her role as the Director Community with Greater Shepparton City Council in November 2012.

Kaye has over 35 years of experience in the health and local government sector. Prior to Greater Shepparton City Council, Kaye was with the neighbouring Moira Shire Council as Director Community Sustainability and other various roles over 17 years.

Her passion is community engagement and capacity building, to ensure communities are involved in shaping their future. Kaye is committed to quality service delivery.

As the Director Community Kaye is responsible for:

- Active Living
 - › Aquamoves
 - › KidsTown
 - › Outdoor Pools
 - › Health and Wellbeing
 - › Stadiums
- Children and Youth Services
 - › Early Childhood Education and Services
 - › Maternal and Child Health Services
 - › Youth Development
 - › Word and Mouth
- Neighbourhoods
- Aged & Disability Services
- Community Engagement
- Community Planning
 - › Community Safety
 - › Community Strengthening
 - › Multicultural Development and Aboriginal Development
 - › Social Planning
- Riverlinks/Performing Arts
- Shepparton Art Museum (SAM)
- Libraries/GVRL
- Emergency Management

Director Infrastructure

Phillip Hoare

*Bachelor of Engineering
(Civil)*

*Post Graduate
Diplomas in Water
Engineering,
Municipal
Engineering and
Management*



Phil has a strong connection to Greater Shepparton having been born, raised and educated in the area. He also lives locally and comes from a family with a farming background in the area.

Phil was also a participant in the Fairley Leadership program in 2001.

With a career of approximately 30 years, Phil worked initially in local government, including time with the City of Shepparton in the late 80's to early 90's, before moving to the water industry where he worked with Goulburn Murray Water for 22 years.

Phil's experience includes senior management roles across a broad range of business functions including infrastructure management activities such as design and construction, strategic asset management, project management; customer service and operational roles covering administration, strategic business planning, customer engagement and consultation.

As the Director Infrastructure, Phil is responsible for:

- Projects
 - › Capital Works Planning
 - › Design Services
 - › Development Engineering
 - › Project Management Office
- Parks, Sport and Recreation
 - › Park Construction
 - › Parks and Parks Furniture Maintenance
 - › Public Open Space
 - › Sports Facility Development and Maintenance
 - › Recreational Planning
 - › Showgrounds
 - › Management of Shepparton's Urban Forest and rural trees
- Strategic Assets
 - › Asset Condition Surveys
 - › Asset Inspections
 - › Asset Management Planning
 - › Building Maintenance
 - › Fleet and Stores
 - › Property Services
 - › Saleyards
 - › Victoria Park Caravan Park
- Works and Waste
 - › Aerodrome Management
 - › Drainage
 - › Footpaths
 - › Kerb and Channel
 - › Road Construction
 - › Roads and Road Furniture Maintenance
 - › Street Sweeping
 - › Traffic Engineering
 - › Transport Strategic Planning
- Strategic Waste
 - › Landfill
 - › Litter Bins
 - › Street Collections
 - › Transfer Stations

Director Sustainable Development Geraldine Christou

*Bachelor of Business
(Human Resource
Management)*

Geraldine was appointed to the position of Director Sustainable Development in January 2018, after seven years leading the Economic Development team at Council.



Having grown up in Shepparton and raised a family here, Geraldine is very passionate about the community in which she lives. Geraldine has extensive experience in local government, having worked in the sector for over 16 years, following 12 years in the private sector ensuring a thorough understanding of the challenges that business and industry face. Geraldine has subsequently developed strong connections with the sector, working with them to facilitate new investment, growth and implement sustainability measures and maintain global competitiveness.

Geraldine has strong links to our community, representing Council on a number of boards and committees including the La Trobe University Regional Advisory Board, Shepparton Show Me, the Rail Freight Alliance and the Food Bowl Inland Rail Alliance. She has been a strong advocate on a number of key regional issues including passenger, high speed and inland rail, CBD revitalisation, water security and works actively with the Greater Shepparton Lighthouse Project on engaging youth in education, and is a member of the Shepparton Central Rotary Club.

Geraldine is working hard to ensure that the level of infrastructure and services for our community supports sustainable growth of the municipality and allows capitalisation of our many unique attributes.

As the Director Sustainable Development Geraldine is responsible for:

- Environment
 - › Environmental Health
 - › Immunisation
 - › RiverConnect
 - › Sustainability and Environment
- Investment Attraction
 - › Business Centre
 - › Business and Industry Development
 - › Business and Industry Promotion
 - › Events and Tourism
 - › Grants Facilitation and Co-ordination
- Planning and Building Services
 - › Building Approvals
 - › Building Enforcement
 - › Statutory Planning
 - › Strategic Planning

Staff

Greater Shepparton City Council is one of the north-east region's largest employers. We employ 974 staff in a variety of permanent and temporary roles on a full-time, part-time and casual basis. Three-quarters of our staff also live within the municipality. This means our people are able to bring a local passion, perspective and knowledge to the services they provide.

Council provides a range of flexible employment arrangements. Two-thirds of staff are female and

the tables below demonstrate a significant portion of the female workforce is made up of part-time and casual staff at different levels within the organisation.

There is a workforce growth of approximately 4.5 per cent with the biggest increases in the Community Directorate, however the total EFT has remained static. This increase in the workforce is representing an increase in the number of casual employees spread across the same amount of hours.



Employment breakdown by gender			
	Employed Male	Employed Female	Total
	342	632	974
Employment by gender - full time, part time and casual staff			
Full time	218.00	171.00	389.00
Part time	6.25	125.06	131.31
Casual	14.41	34.99	49.4
Total	238.66	331.05	569.71
Employment by organisation structure and gender			
Office of the CEO	1.00	1.00	2.00
Corporate Services Directorate	33.04	77.05	110.09
Community Directorate	31.93	183.85	215.78
Infrastructure Directorate	147.89	27.60	175.49
Sustainable Development Directorate	24.80	41.55	66.35
Total	238.66	331.05	569.71
Employment by bands and gender			
Band 1	1.20	3.86	5.06
Band 2	27.40	6.14	33.54
Band 3	62.29	48.20	110.49
Band 4	33.76	89.63	123.39
Band 5	34.92	69.07	103.99
Band 6	28.00	31.69	59.69
Band 7	25.84	27.98	53.82
Band 8	7.00	2.00	9.00
Other	18.25	52.47	70.72
Total	238.66	331.05	569.71

**Organisational chart as of
30 June 2019**



People and Development

As a local government organisation and a business it is important we understand our current workforce and Legislative framework under which we operate.

Legislation requires a Council to have an organisational structure and the necessary employees in place to effectively manage the operations in accordance with the Council Plan. The Council's existing organisational structure is based on functional activity and common objectives in order to meet the community's needs, provide quality and efficient services, support the stimulation and strengthening of the local economy and provide efficient and effective administration of the organisation.

Under the existing organisational structure, a range of full-time, part-time and casual staff are employed with a diverse skills base across a wide range of professions and disciplines. Council's 2017 Enterprise Agreement was agreed by the Fair Work Commission and came into effect on 27 June 2018 and is underpinned by the National Employment Standards, the Victorian Local Authorities Award 2001 and the Nurses and Midwives (VPHSSIE) Enterprise Agreement 2016 - 2020. The agreement encourages workplace flexibility and multiskilling and delivers to employees sound terms and conditions of employment. Improved conditions negotiated included, amongst other things, a Job Security clause, a Family Violence clause, and improved conditions in the event of a redundancy.

Strategic Human Resource Management

Constant reviewing of the organisational structure and functionality is undertaken by Council. This is conducted using a Job Analysis and Authority to Recruit process that requires all Directors and Managers to strategically review a position in the structure when it becomes vacant. This process is also to be followed when there is a request for a new position to be placed into the organisational structure, including roles which are externally funded, or when additional hours or budget are requested for a current position. This allows for a constant strategic review of the organisational structure. Service Planning also assists the organisation to ensure that the best possible value is being provided to the Community through appropriate resourcing of service delivery functions.

Child Safe Organisation

As part of Council's adherence to Child Safe Standards, which resulted from the Child Wellbeing and Safety Amendment (Child Safe Standards) Act 2015, Council is committed to promoting and protecting the interests and safety of children, and acknowledges that everyone working at Greater Shepparton City Council is responsible for the care and protection of children and reporting information about child abuse.

Learning Organisation

Council prides itself on being a learning organisation, one which is committed to providing ongoing learning and development opportunities for all employees. The strategic vision is to enable its employees to achieve multiskilling, increase flexibility, and enhance productivity, performance, personal development and career development opportunities.

Council will continue to provide learning and development opportunities to:

- Achieve corporate objectives, initiatives and priorities, as set out in the Council Plan and individual departmental business plans
- Enable continuous improvement for both individuals and teams
- Implement and improve quality management systems
- Enable effective job and work design
- Improve career opportunities and job satisfaction of employees
- Provide specific skills to ensure the effective and efficient operation of the organisation
- Build and grow our leaders for the future

One of the purposes of learning and development programs is to ensure that employees acquire and utilise the specialist skills and knowledge, managerial and interpersonal skills required to perform the duties of their current position and to prepare them for the future requirements of Council in meeting the needs of the community. These programs are provided through a variety of formats including blended learning, face-to-face and online training.

Reviewing and Building our Workforce Plan

The aim of reviewing and building the workforce plan is to ensure that Council is strategically planning to meet the needs of its current workforce, but also that Council is planning for what its workforce in the future will look like. There are an increasing number of departments within Council that are difficult to recruit for, whether the market is too competitive or the quantity of qualified candidates are not available. Therefore Council is including a 'Grow Our Own' strategy within workforce planning, taking advantage of progressive roles within departments and increasing the number of apprentices and graduate appointments.

A further aim of reviewing the workforce plan has been to ensure the demographics of people employed at Council genuinely reflects the demographics of the community. A focus on increasing diversity of the workforce and a commitment to improving the number of Indigenous employees has led to Council signing up to the Algabonyah Agreement which aims to have a two per cent Indigenous workforce by 2020. A variety of activities have been undertaken to improve and increase employment opportunities for the Aboriginal and Torres Strait Islander community, including advertising Special Measures positions, providing Recruitment Workshops, working more closely with local Indigenous Organisations such as Ganbina, ASHE, Kaiela Institute, and Rumbalara Aboriginal Cooperative. This has led to Council being able to achieve the Algabonyah target of two per cent one year early.

Recognition Awards

Recognition of Retirement

When a staff member retires after 20 (or more) years of service, they receive a letter from the Mayor and are recognised at Council's 'All Staff Meetings'.

The following staff members retired in 2018-2019 after more than 20 years:

- Angela Sellwood – 20 Years
- Patricia Preston – 22 Years
- Geoff Griffin – 32 Years

Years of Service

Staff are recognised for their length of service and receive a certificate signed by the CEO and the Mayor. Those that have completed 10 years of service or more also receive gift vouchers. The recipients for the 2018-2019 financial year are detailed below:

5 Years

Abigail Sheed	Jayden Doyle	Michelle Stanton
Brendan Redding	Jeremy Bianco	Rebecca Harrington
Carla Gilbert	Jessica Kirwin	Rennae Danaher
Carmel Redmond Perkins	Jodie Sessions	Ronald Cain
Charlene Norton	John Lloyd	Samuel Scott
Cheryldene Kane	Justin Hayes	Sarah Murch
Chinedu Eziokwu	Kalen Swift	Shay Powels
Chris Stojanovski	Karen Liversidge	Silvi Kadillari
Clifton Brewer	Kate Boyd	Sonja King
Connor Thomson	Kate Ceh	Stacey East
Dale Thomson	Kate Flynn	Sue Lau
Damien Mitchell	Katherine Cartwright	Tara Hogan
Doriana Shaholli	Kayla Best	Tracey Ginnane
Emma German	Kerrie Mactier	Tracy Watt
Emma Hofmeyer	Kevin Barolli	Trish Johnson
Erin Cowan	Kyrra Rea	Warren Davies
Fiona Wallace	Mardi Qose	Wendee Long
Giulietta Rachele	Mat Innes-Irons	Wendy Byrne
Helen Everist	Matthew Ashcroft	Zoe Boldiston
Jack O'Brien	Mel Sporry	
James Collett	Mia Fallon	

10 Years

Andrew Moore
 Bec Good
 Brett Keele
 Catherine Redwood
 Christine Perkins
 David Rowan
 Debbie Chandler
 Debra Guy-Smith
 Edwina Breen
 Grahame Ryan
 Helen Everist
 Jacqui Byrnes
 Jenna Neville
 Jim Nicolopoulos
 Jo Prentice
 Joan McDonald
 Karen Hosie
 Kristy Woodman
 Leanne Houkes-Wilson
 Leon Preston
 Leonie King
 Lesley Thompson
 Lynne Parker
 Maree Agius
 Marg Madden
 Mel Moxey
 Merryn Weavers
 Michelle Swift
 Pam Nappa
 Pembe Scarcella
 Rachael Newman
 Ray McNally
 Rebecca Owins
 Rick Canobie
 Romola Hopman
 Rose Massloch
 Sara Niglia
 Sarah Petrovski
 Stephen Whitford
 Suzanne Carkeek

15 Years

Angie Frame
 Belinda Whitelaw
 Carmen Nicholson
 Chris Giles
 Darren Buchanan
 Doug Cousins
 Jenny Prosser
 Keith Arundel
 Ken Morelli
 Leigh Simpson
 Linda Laws
 Liz Capuano
 Maree Glasson
 Nick Rowston
 Nicole Damon
 Pam Gaylard
 Peter Alexander
 Rosie Dickins
 Saleem Shaikh
 Scherre L'Estrange
 Sean Harrap
 Shane Eddy
 Shane Newling
 Tim Zak
 Tina Follett
 Toni Serra
 Vanessa Loverso

20 Years

Angela Sellwood
 Bernadette Brooks
 Chris Widdicombe
 Colin Kalms
 Jennifer Lovell
 Judith Pedretti
 Julie Muir
 Karen Franklin
 Karen Mitchell
 Robyn Quigley
 Sam Costa
 Sarah Ryan

25 Years

Greg Howard
 Jenny Rogers
 Tony Ellis

30 Years

Brendan Walsh (pictured)



Employee Wellbeing

Council undertakes a number of employee health and wellbeing initiatives and programs, aimed at providing employees with information, tools and website links enabling them to make healthy choices, benefitting them, whilst creating significant advantages for Council that include improved productivity, engagement and retention and the ability to attract the best employees.

Pre Employment Screening is utilised as part of the recruitment process to ensure that all preferred candidates have the ability to carry out the inherent requirements of the role and that no potential employee is put at risk in a position that does not suit them physically. 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.

Inherent Physical Requirement Assessments are being carried out on all roles within Council. These assessments are used to inform the Occupational Therapists conducting the Pre Employment Screen to assess the applicant's suitability to perform the role he or she has applied for. They can also be used to assist treatment providers and the Early Intervention Officer with injury management and determine suitable duties, where appropriate, for return-to-work planning.

Council is committed to ensuring all employees across the organisation have access to information and training regarding health and wellbeing. A Health and Wellbeing Committee introduced a new program called My Lifestyle based upon four key areas, Eating Healthy, Keeping Active, Staying Mentally Strong and Making Healthy Choices. The program incorporates activities such as current internal communications plus new campaigns to be promoted, health checks and healthy eating challenges, promotion of current available physical activity opportunities and access to

fitness advice and challenges, providing mental health and resilience workshops and information on mindfulness, plus promotion of healthy choice initiatives such as Quit Smoking, and Alcohol and Drug Awareness. The Program draws upon the huge number of both internal and external resources available, maximising Council's current offering and introducing new initiatives.

My Lifestyle initiatives include:

- Free fruit to work program
- Employee Health Checks
- Eight Week Challenge across the organisation which resulted in 153 participants
- Sit Stand Desks offered to staff who have a proven medical requirement or work in a mainly sedentary role
- Promotion of local fitness clubs, walk and bike trails, fitness and wellbeing apps
- Pedometer Challenge
- Promoting Mindfulness through EAP provision, positive wellbeing posters and wellness sessions
- Improvements to the catering options offered at meetings
- Council-sponsored gym membership and salary sacrifice program

Council also celebrated Men's and Women's Health Week by providing Health Packs containing information, tools and items to encourage healthy lifestyle choices and provided information sessions. Speakers included Oncology Nurses from GV Health, Occupational Therapists from Work Healthy Australia and even internal staff specialising in Nutrition or talking about their personal health journeys. Topics included Breast, Prostate and Bowel Cancer, Coping with Endometriosis, Men's Health at various ages, Nutrition and hidden sugars, and general physical health.

Employee Assistance Program

The EAP provides a confidential portal through which people are able to access a range of professional services at no cost to them. Council’s EAP provider is called Converge International and they were chosen specifically for their ability to provide a local face-to-face service and also assistance through specialist helplines (ATSI, Eldercare, Family and Domestic Violence and LGBTIQ). The utilisation rate of EAP’s services amongst Council staff and their families between July 2018 and June 2019 was 3.4 per cent in comparison to the Public Administration/ Government benchmark of 6.9 per cent.

The information provided by Converge International for the July 2018 to June 2019 period indicates the following:

- The gender ratio shows that 78.1 per cent of EAP clients during this period are female, 18.8 per cent are male and 3.1 per cent preferred not to disclose that information.
- This is a turnaround from last year where 78 per cent of the clients were male.

Of the 32 new clients who contacted EAP during this period 50 hours were utilised in face-to-face contact and 35 hours were utilised over the telephone, totalling 85 hours. (Note some clients may have contacted EAP more than once for a range of issues).

	JULY 2018 – JUNE 2019	%
Work issues	5	15.6
Personal issues	26	81.25
Family assist	1	3.15
Total number of new referrals	32	

Feedback following first EAP session: for the 30-day period prior to the first EAP session, clients indicate they were absent from work due to an issue(s) an average of two and a half days, and were unproductive 25 per cent of the time.

Feedback following final EAP session: for the 30 day period following the conclusion of EAP sessions, clients indicate they were absent from work due to the issue(s) an average of two days, and were unproductive 23 per cent of the time.

This is a reduction of one day per month in absenteeism and a two hours per week increase in productivity. For an employee whose productive work is worth \$60k/year to a company, this equates to a productivity saving of around \$1,500 and a ROI (Return on investment) for the EAP program of at least \$3-\$4 for every \$1 spent.

Workplace Health and Safety

Council takes its responsibilities for providing a safe workplace very seriously. Last year a three year OHS Implementation Plan was adopted by the Executive Leadership Team and launched throughout Council, with a major focus on reviewing the OHS Safety Management Plan, Policies and Procedures.

Actions achieved in year one include:

- A full review of all OHS Policies and procedures identifying duplications, gaps in information and required updated legislation.
- Implementation of a Monthly OHS Dashboard reporting on all key areas of MySafety and WorkCover.
- Improved reporting through Council’s OHS reporting system Elumina including tracking and monitoring of Workplace Inspections, Toolbox meetings and outstanding actions.
- Development of a monthly OHS Newsletter and an improved OHS Induction program.

The OHS team and OHS Committee aims to facilitate a culture of safety throughout the organisation and promote initiatives and processes that ensure the health and wellbeing of all employees, customers, contractors, volunteers and visitors within all workplaces.

Early Intervention

Management of both work-related and non-work-related injuries continued to be a focus for Early Intervention. Employees incurring an injury either inside or outside of work are offered appointments free of charge at Council's provider Work Healthy Australia. If the employee's injury or illness prevents them from fulfilling the inherent requirements of their role Council's Early Intervention Officer works with the provider and the individual to develop a Care Plan or a Return to Work Plan to assist them to return to work or stay at work.

By having the assessment undertaken and comparing it to the documented inherent requirements of the role, it is possible to create a list of specific tasks that the employee will or will not be able to undertake and build a care plan or return to work plan around these tasks. If possible, alternative duties are sought to keep the employee in the workplace. These are not necessarily in the same role or department as the employee's substantive position. By utilising Work Healthy Australia and working closely with the employee and their Supervisor, results show the majority of employees suffering some kind of injury are able to remain on full duties and full hours throughout their treatment period.

Council actively utilises these Early Intervention strategies to reduce its Work Cover premiums, and Lost Time Injuries. If the employee does put in a Work Cover claim and is unable to work for a period of time Council works closely with the employee's treating practitioners and concentrates on providing return to work plans that will enable the employee to attend work in some capacity. In the last Premium year seven Standard Claims have been lodged and 12 Minor Claims.

POLICY YEAR	CLAIMS SUBMITTED	STANDARD CLAIM STATUS OPEN
2018	19	2
2017	9	1
2016	14	1
2015	5	1
2014	5	0

Volunteers

Council acknowledges that volunteering is an investment in our community. It strengthens the fabric of our society, providing a sense of belonging and builds positive relationships. Whether volunteering in Council programs, or in one of the many organisations or groups that utilise volunteers within Greater Shepparton, Council recognises the services and support that volunteers provide to our community.

In 2018, Council finalised the delivery of the Greater Shepparton Volunteer Strategy and Action Plan 2014-2018. Greater Shepparton City Council saw a three per cent increase in volunteer participation within the local area and the strengthening of volunteer networks, both internal and external. The promotion and celebration of volunteer opportunities occurred through the distribution of promotional material and recognition of volunteers at the annual recognition awards evening during National Volunteer Week in May.

Consultation for the development of the current Greater Shepparton Volunteer Strategy and Action plan commenced in September 2018, with multiple methods utilised to engage with Greater Shepparton residents and key stakeholders to inform the future direction of the new Strategy and Action Plan.

In March 2019, Council adopted the Greater Shepparton Volunteer Strategy and Action Plan 2019-2022. This Strategy aimed to build upon the progress of the past Volunteer Strategy and Action Plan and support the existing volunteer frameworks within our community, while identifying potential opportunities to expand volunteer options within the Greater Shepparton area in a supportive and sustainable manner.

The Greater Shepparton Volunteer Strategy and Action Plan 2019-2022 highlights the actions that Council will undertake to support the volunteer sector and strive for best practice for the volunteers of Greater Shepparton. The action plan consists of identified activities Council and Volunteer Managers/Coordinators will undertake during 2019-2022 in four strategic directions:

Key Strategic Direction 1: Promotion

Promote and inform on the benefits of Volunteering

Key Strategic Direction 2: Recruitment

Implement leading practices and high-quality standards

Key Strategic Direction 3: Supporting Volunteers

Ongoing commitment to volunteer participation, support and development

Key Strategic Direction 4: Celebrate and Recognise

Volunteers are appreciated, acknowledged and celebrated

Occurring in unison with the consultation and development of the Volunteer Strategy and Action Plan, Council has also reviewed its Volunteer Policy. This review occurred as part of an annual review cycle and resulted in changes to ensure Council's commitment to volunteering and align with the National standards of volunteering.

The Council programs and departments that utilise volunteers include:

- Active Living Department - Activities in the Park, Twilight Stroll, KidsTown and KidsFest
- Events and Tourism Department - general events and the Visitor Centre
- Neighbourhoods Department - Community Plan Groups, Meals on Wheels, Social Connections, Street Rider, Section 86 Committees
- Riverlinks - ushers and technicians for performances at Eastbank and WestSide
- Shepparton Art Museum (SAM) - museum education, and administration assistance
- Sustainability and Environment Department - revegetation activities

Council recognises volunteers within the municipality through the Volunteer Recognition Awards. These awards are held annually during National Volunteer Week in May. The awards are in their ninth year. There are six categories in which volunteers from the municipality can be nominated.

The 2019 winners were:

- Female: Linda Wood
- Male: Dhama Singh
- Youth: Mehdi Khademi
- Rural: Michelle Viney
- Team: Brian and Carol Merrett
- Long Serving: Stan Jezewski and Lorna Chandler

Council in partnership with the Volunteer Managers Network have developed a resource - Quick Reference Guide to Volunteering, to inspire the volunteer within you! This guide showcases the volunteering opportunities within the municipality and is available on the Council website and in hard copy at Customer Service. The Volunteer Managers Network is made up of volunteer managers, coordinators and volunteer organisations from across the municipality that support and share resources to explore, evaluate, and enhance the function of volunteering and volunteer management.





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PART TWO: PERFORMANCE REPORT

This part of the Annual Report provides a summary of how we're performing in the five key areas identified in the second year of the 2017-2021 Council Plan.

The strategic goals that we are aiming to achieve are:



Leadership and Governance

Provide strong civic leadership, advocacy and good governance in the operation of Greater Shepparton City Council.



Social

Develop resilient, inclusive, healthy communities that make Greater Shepparton a safe and harmonious place to live, work, learn and play.



Economic

Build a thriving, resilient economy where Greater Shepparton is recognised as a competitive place to invest and grow business.



Built

Provide and support appealing relevant infrastructure that makes Greater Shepparton an attractive, liveable regional city.



Environment

Enhance and protect the clean, green environment that makes Greater Shepparton the unique place it is.

As you'll read from this performance report in some areas we have performed well, while in other areas we could have done better. This report enables us to identify the areas that we may need to focus our attention on improving results in the coming 12 months and other areas that might actually need a different approach. It also shares some of the challenges that we have encountered along the way.

This section of the report gives you an idea of the next steps, priorities and future directions for the remainder of the 2017-2021 Council Plan.

LEADERSHIP AND GOVERNANCE

Provide strong civic leadership, advocacy and good governance in the operation of Greater Shepparton City Council.



Objectives:

- 1.1 Council demonstrates strong regional and local partnerships to improve health and wellbeing access and inequity.
- 1.2 Council works closely with/is guided by the Department of Health and Human Services to develop and report annual targets of the Municipal Health and Wellbeing Implementation Plan.
- 1.3 Council demonstrates strong leadership and sound decision making in the best interests of the community.
- 1.4 Financial management is responsible and effective in responding to challenges and constraints with a focus on the financial sustainability of the Council.
- 1.5 Council is high performing; customer focused and is marked by great people and quality outcomes.
- 1.6 Gender equity and equality is embedded into Council policy and decision making and employment processes.
- 1.7 Council advocates on issues, priorities and needs that matter to our community in partnership with key stakeholders.
- 1.8 Consultation that is transparent, robust and accessible, and clear, consistent and timely communication provided to inform, educate and engage with the community.
- 1.9 Service standards and service delivery models are realistic and meet community expectations and demand while being financial viable and in line with Council's core business.

Measures of Success:

MEASURE	EXPLANATION	TARGET	ACTUAL	OUTCOME
Adjusted underlying surplus (or deficit) as a percentage of underlying revenue	Early receipt of 50% of 2019/20 Federal Financial Assistance Grant funds (approx. \$6.5m) in June 2019 has impacted the underlying operating result in 2018/19.	2%	4.24%	Achieved
Community satisfaction with community consultation and engagement	For 2018-19 Community Satisfaction Survey the Council received a score of 55 for satisfaction with community consultation and engagement.	53	55	Achieved
Community satisfaction with council decisions	For 2018-19 Community Satisfaction Survey the Council received a score of 53 for satisfaction with Council decisions.	48	53	Achieved
Community satisfaction with level of advocacy	For 2018-19 Community Satisfaction Survey the Council received a score of 57 for satisfaction with level of advocacy.	49.5	57	Achieved
Community satisfaction with services	For 2018-19 Community Satisfaction Survey the Council received a score of 68 for satisfaction with services.	62.50	68	Achieved
Council decisions made at meetings closed to the public	1.4% of Council decisions were made at meetings closed to the public.	5%	1.4%	Achieved
Councillor attendance at council meetings	Councillor attendance at council meetings for 2018-19 was 85.42% Several Councillors have been on leave in Quarters 3 and 4.	90%	85.42%	Not achieved
Current assets as a percentage of current liabilities	Current assets ending balance influenced by invested funds relating to re-budgeted capital works from 2018/2019 and early receipt of 50% of the 2019/2020 Federal Financial Assistance Grant funds.	150%	271%	Achieved
Customer responsiveness	For 2018-19 Community Satisfaction Survey the Council received a score of 71 for customer responsiveness.	70%	71%	Achieved
Loans and borrowings as a percentage of rates	No new borrowings for the 2018/2019 financial year	40%	22.03%	Achieved
Municipal HWB Implementation Plan reported annually to DHHS	Ongoing.	100%	100%	Achieved
Overall Council Direction	For 2018-19 Community Satisfaction Survey the Council received a score of 60 for Overall Council Direction.	47%	60%	Achieved
Overall performance community satisfaction rate	For 2018-19 Community Satisfaction Survey the Council received a score of 62 for Overall Performance.	49.50%	62%	Achieved



Two Council meeting rooms re-named on **International Women's Day** after the first female Mayor and first female CEO.

Australia Day celebrations held across towns in Greater Shepparton.

Supporting Strategies & Plans:

Council (current)

- Councillor Code of Conduct
- Customer Service Charter
- Domestic Animal Management Plan (2017-21)
- Greater Shepparton 2030 Strategy
- Greater Shepparton Women's Charter
- Rating Strategy 2017 - 2021
- Staff Code of Conduct
- Workforce Health and Safety Plan

Council (to be developed)

- Greater Shepparton 2050 Strategy
- People and Development Strategy (2017-2021)



Employee
Chris Williams
wins **Worker Return
to Work Achievement
Award** at the WorkSafe
Victoria safety
awards.

Greater Shepparton
delegations visit
Canberra to talk to
Federal Government
about major project
needs.

**Works and
Waste Careers**
Open Day for
potential apprentices
and staff.

Greater Shepparton
signs Organisational
Statement of Intent
with Greater Shepparton
Communities for Children
and Secretariat of **National
Aboriginal and Islander
Child Care.**

Shepp Square wins the
Special Projects Initiative
at the **Local Government
Professional 2019 Award
for Excellence.**

Shepparton
Art Museum Ltd
appoints **six new
skills-based directors**
to manage the new
SAM.

SOCIAL

Develop resilient, inclusive, healthy communities that make Greater Shepparton a safe and harmonious place to live, work, learn, and play.



Objectives:

- 2.1 Greater Shepparton is a welcoming, inclusive and safe place for all.
- 2.2 Our community is supported to achieve and sustain physical, emotional and spiritual health and wellbeing.
- 2.3 Lifelong learning is valued and fostered in our community.
- 2.4 Social and cultural, educational and employment opportunities are created to enable children, young people, individuals and families to actively participate in their community.
- 2.5 Creativity and participation in arts and culture is nurtured and encouraged.
- 2.6 Volunteering is promoted and encouraged along with other measures to improve community resilience.
- 2.7 Greater Shepparton is valued for cultural celebrations, inclusion and engagement of our diverse communities.
- 2.8 Aboriginal culture and people are valued and celebrated, with collaborative actions undertaken to enable peaceful, healthy and productive lives in a safe environment.
- 2.9 Public places, open space and community facilities are safe and accessible for all and presented to a high quality.
- 2.10 Council demonstrates strong regional and local partnership efforts across health and wellbeing.
- 2.11 Implement strategies that align with the Royal Commission into Family Violence.



Measures of Success:

MEASURE	EXPLANATION	TARGET	ACTUAL	OUTCOME
Active library members in municipality	9.7% of the community are active library members in the municipality based on GVRL data. There have been 150,966 library visits and 233,609 items have been borrowed from a collection of 68,405 items of which 33,997 are less than 5 years old.	16%	9.70%	Not achieved
Compliance with Home Care Standards	There has been 100% compliance with Home Care Standards through the Australian Aged Care Quality Agency audit.	100%	100%	Achieved
GSSC to achieve 2% indigenous employment by 2020 as per the Algabonyah Agreement	Current identified Aboriginal and Torres Strait Islander employees - 2% target has been achieved one year earlier than planned.	1.3%	2%	Achieved
Immunisation coverage rate	As at the end of June 2019 - Immunisation coverage rate is 93.50%	93%	93.5%	Achieved
Number of people attending performing arts events	Total annual attendance to performances was 47,096.	47,012	47,096	Achieved
Number of people attending SAM	For 2018-19 there were 33,393 people attending SAM.	32,805	33,393	Achieved
Number of people cycling to work within Greater Shepparton	Super Tuesday count from March 2019. 21% reduction on 2018	688	408	Not achieved
Number of people that participate in Council-run Active Living programs	For 2018-19 749,199 people participated in Council's Active Living Program.	725,000	749,199	Achieved
Participation in the Maternal & Child Health (MCH) Service	For 2018-19 there has been a 76.78% participation in the Maternal and Child Health service.	75%	76.78%	Achieved
Participation in the MCH service by Aboriginal children	For 2018-19 there has been a 74.85% participation in the Maternal and Child Health service by Aboriginal children.	65%	74.85%	Achieved
The Actions identified in the Municipal Public Health and Wellbeing Annual Action Plan linked to the Social Theme are addressed.	Ongoing.	100%	100%	Achieved

Key Capital Projects:

- Construction of a new SAM
- Victoria Park Lake Masterplan implementation
- Eastbank Centre Refurbishment
- Implementation of Community Plan projects

Supporting Strategies & Plans:

Council (current)

- Algabonyah Agreement
- Best Start Early Years Plan 2015-2019
- Best Value Strategy
- Community Plans - Arcadia, Congupna, Dhurringile, Dookie & District, Katandra West, Merrigum, Mooroopna, Murchison and District, Shepparton East, Tallygaroopna, Tatura, Toolamba and District and Undera
- Community Safety Strategy 2018-2021
- Gender Equity Strategy and Action Plan 2018-2020
- Greater Shepparton Cycling Strategy 2013-2017
- Greater Shepparton Football Strategy
- Greater Shepparton City Council Seasonal Pools Review and Strategy
- Greater Shepparton Public Health Strategic Plan 2018-2028
- Greater Shepparton Volunteer Strategy and Action Plan 2019-2022
- Greater Shepparton Women's Charter Advisory Committee Action Plan 2018-2021
- Greater Shepparton Youth Strategy and Action Plan 2019-2023
- KidsTown Future Directions Plan: Food Hub Concept
- Multicultural Strategy 2019-2022
- Neighbourhood Plans - Boulevard and Golf Estates, Kialla Lakes, Seven Creeks and St George's Road,.
- Open Space and Recreation Strategy
- Playground Provision Strategy
- Reconciliation Action Plan 2019

- Recreation Plan
- SAM Fundraising Strategy
- Small Towns Youth Recreation Spaces Strategy
- Universal Access and Inclusion Plan 2018-2021

Council (to be developed)

- Aquamoves Master Plan
- Community Engagement Strategy
- Creative City Plan
- Liveability Indicators Plan

State Government

- Victorian Public Health and Wellbeing Plan
- Victorian Public Health and Wellbeing Outcomes Framework
- Victorian Gender Equality Strategy






Mobility mapping for Shepparton, Mooroopna, Tatura and Murchison completed.

2018-2021
Universal Access and Inclusion Plan adopted.

Stage 2 of
Safer City Camera Network funded.

2019-2022
Multicultural Strategy endorsed.





Yhonnie Scarce
announced 2018
Indigenous Ceramic
Award \$20,000 prize
winner.

Regional Victoria's
biggest pop culture
event **Nerdmania** held
for the fourth time in
July.

Family Day Care
Educator **Toni Serra**
is Regional Winner for
**Excellence in Family Day
Care** awards with Family
Day Care Australia.

**Tallygaroopna
Men's Shed**
opened with support
from all levels of
government and
several community
groups.



Social Highlights

Good Access= Good Events

checklist developed
with Moira and
Strathbogie Shires.

Website
translated into
Arabic and
Dari.

2018-2028
**Public Health
Strategic Plan**
endorsed.

Council's first
**Reconciliation
Action Plan** adopted
in June 2019.





2019-2022
**Volunteer
Strategy**
endorsed.

The Flats new
signage installed
based on an idea by
**Wilmot Road Primary
School** students.

Aquamoves
names indoor
pool hall after long-
serving swim teacher
Willy O'Callaghan.

**Culture
Corner** in the
mall starts with
Malaysian, Iraqi
and Filipino
communities.

2019 **Volunteer
Recognition Awards**
winners announced.

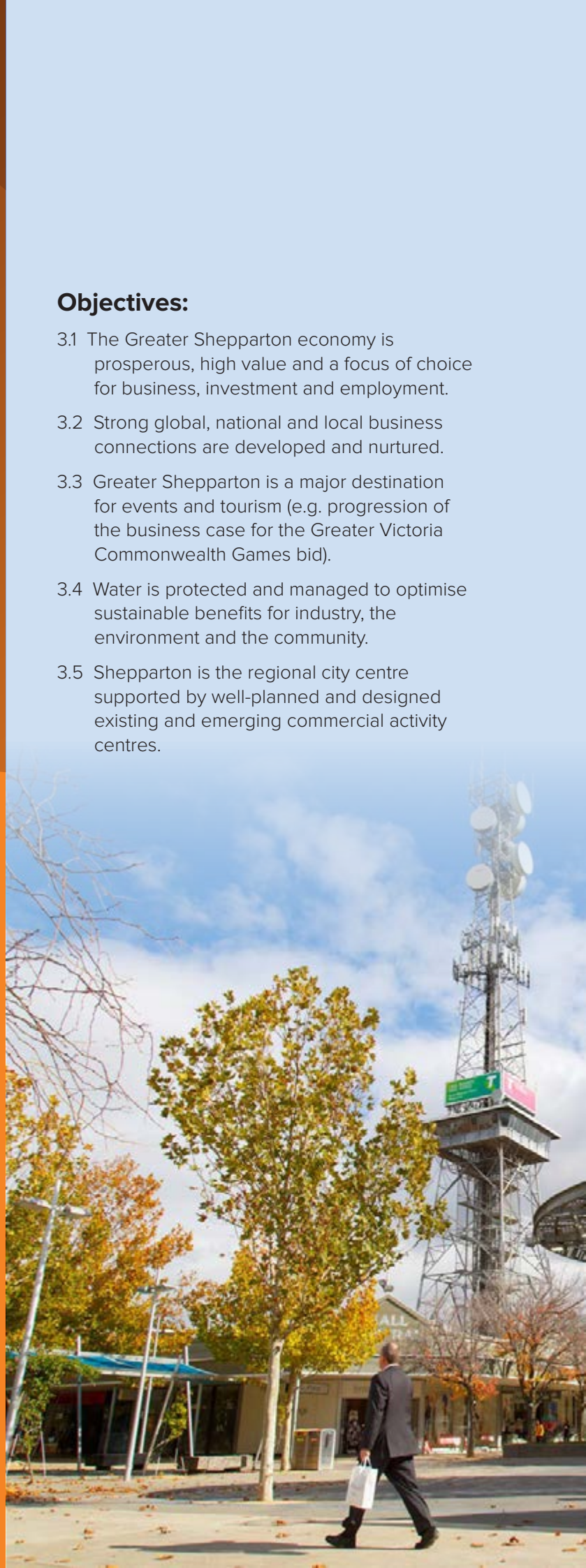
ECONOMIC

Build a thriving, resilient economy where Greater Shepparton is recognised as a competitive place to invest and grow business.



Objectives:

- 3.1 The Greater Shepparton economy is prosperous, high value and a focus of choice for business, investment and employment.
- 3.2 Strong global, national and local business connections are developed and nurtured.
- 3.3 Greater Shepparton is a major destination for events and tourism (e.g. progression of the business case for the Greater Victoria Commonwealth Games bid).
- 3.4 Water is protected and managed to optimise sustainable benefits for industry, the environment and the community.
- 3.5 Shepparton is the regional city centre supported by well-planned and designed existing and emerging commercial activity centres.



Measures of Success:

MEASURE	EXPLANATION	TARGET	ACTUAL	OUTCOME
Average length of stay per visitor	Average length of stay per visitor for the financial year was 2.5 days.	2.32 days	2.5 days	Achieved
Economic yield from Council events	Economic yield from Council events is \$44.3M as at August 2018.	\$44m	\$44.3m	Achieved
Number of employed residents	There were 30,906 employed residents in 2018 (National Institute of Economic and Industry Research).	29,977	30,906	Achieved
Number of existing businesses Council assists to expand their operations in Greater Shepparton	Council assisted 20 businesses to expand operations in 2018-19.	20	20	Achieved
Number of local jobs	The number of local jobs in 2019 is 33,011 (based on Employment (total) by industry - Economy ID)	30,110	33,011	Achieved
Number of new businesses Council assists to invest in Greater Shepparton	Council assisted 29 new businesses in 2018-19.	20	29	Achieved
Reduction in the Greater Shepparton retail vacancy rate	Current vacancy rate is 10.7% as at June 2019	10.7%	10.7%	Achieved
The Actions identified in the Municipal Public Health and Wellbeing Annual Action Plan linked to the Economic Theme are addressed	Ongoing	100%	100%	Achieved
Value of gross regional product	Value of gross regional product is \$3.5Bn (NIEIR 2018)	\$2.91Bn	\$3.51Bn	Achieved
Value of non-residential building approvals	The value of non-residential building approvals for 2018-19 was over \$211.4m.	\$45m	\$211.4m	Achieved
Visitor numbers increase	Our latest data available is for period January to December 2018	969,493	1,681,200	Achieved



Key Capital Projects:

- Shepparton Showgrounds Multi-Purpose Pavilion Multi Use Extension
- St Georges Road Retail Precinct Streetscape and Amenity Improvements
- Maude Street Mall Activation
- CBD Revitalisation

Supporting Strategies & Plans:

Council (current)

- City of Greater Shepparton Commercial Activity Centres Strategy 2015
- Economic Development Tourism and Major Events Strategy 2017–2021
- Greater Shepparton International Engagement Strategy
- Shepparton CBD Strategy 2008
- Shepparton Central Business District Parking Precinct Plan
- Shepparton Regional Saleyards – Long Term Strategy

New Business

Grants awarded to Schnitz, Shepparton Brewery and an Italian restaurant, yet to be opened.

Shepparton Show Me **Inaugural Spring Expo** and **Summer Styling Fashion Show** held.





Workshops held in Murchison, Tatura, Mooroopna and Dookie to support **small businesses**.

Delegation visits China, Hong Kong and Jakarta attending Asia **Fruit Logistica** with positive reports on potential business growth for the Goulburn Valley's food industry.

Shepparton Show Me holds **Winter City Market** attracting thousands to the Shepparton CBD.

Melbourne City Football Club announces 3-year partnership for pre-season matches.

UCI BMX Supercross World Cup announces Shepparton as the location for international event.



Economic Highlights

Sir Bob Geldof

visits Shepparton as a result of Shepp Square to talk with **700 guests** at Eastbank.

AFL JLT Match and VLine Cup held in Shepparton.

First outdoor live music free event **Goulburn Vibes** held.

Shepparton showcased at **Horticultural Innovations Conference** through Great Things Happen Here campaign.





Industry Capability Network and Greater Shepparton host regional opportunities showcase.

Visitor Centre celebrates **30 years** of service.

RACV Victorian **Tourism Silver award winners** in Visitor Information Services and Local Government Award for Tourism, and **Bronze** for Shepp Square.

5,000 visitors attend **Converge on the Goulburn**.

BMX track redevelopment completed and section named after **Leigh Egan**.

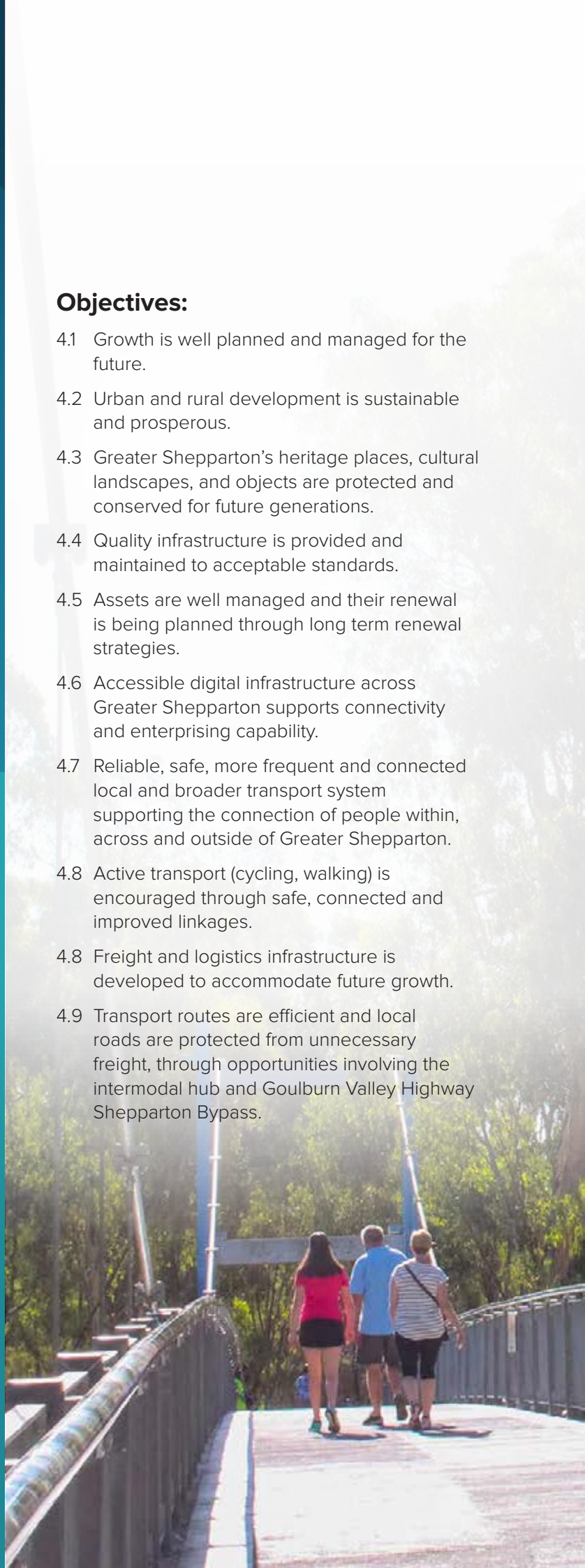
BUILT

Provide and support appealing relevant infrastructure that makes Greater Shepparton an attractive, liveable regional city.



Objectives:

- 4.1 Growth is well planned and managed for the future.
- 4.2 Urban and rural development is sustainable and prosperous.
- 4.3 Greater Shepparton's heritage places, cultural landscapes, and objects are protected and conserved for future generations.
- 4.4 Quality infrastructure is provided and maintained to acceptable standards.
- 4.5 Assets are well managed and their renewal is being planned through long term renewal strategies.
- 4.6 Accessible digital infrastructure across Greater Shepparton supports connectivity and enterprising capability.
- 4.7 Reliable, safe, more frequent and connected local and broader transport system supporting the connection of people within, across and outside of Greater Shepparton.
- 4.8 Active transport (cycling, walking) is encouraged through safe, connected and improved linkages.
- 4.8 Freight and logistics infrastructure is developed to accommodate future growth.
- 4.9 Transport routes are efficient and local roads are protected from unnecessary freight, through opportunities involving the intermodal hub and Goulburn Valley Highway Shepparton Bypass.



Measures of Success:

MEASURE	EXPLANATION	TARGET	ACTUAL	OUTCOME
Asset renewal funding as a percentage of total depreciation	Indicator of assets being renewed as planned. High or increasing percentages for this indicator indicate improvement in capacity to meet long-term obligations.	100%	101%	Achieved
Building applications decided within 14 days (for complete applications)		100%	100%	Achieved
Community satisfaction with condition of sealed local roads	For 2018-19 Community Satisfaction Survey the Council received a score of 57 for satisfaction with condition of sealed local roads.	47.5	57	Achieved
Increase in kilometres of cycling and walking routes in Greater Shepparton	There are 159.51kms of cycling and walking routes in Greater Shepparton Cycle Lanes – 65.37km Recreation Path (walking) – 43.18km Shared Path – 50.96km	115.73km	159.51km	Achieved
Infrastructure asset defects addressed within relevant intervention period by class of asset	10199 defects addressed within relevant intervention period 3823 defects addressed outside relevant intervention period 1267 defects remain outstanding outside of relevant intervention period	90%	54%	Not achieved
Maturity of Council's asset management practices and processes	Our current NAMAFA (National Asset Management Assessment Framework) score is 907. There are a number of actions that will improve this score including finalising the Asset Management Strategy and Asset Management Plans.	1,100	907	Not achieved
Number of Federal and ministerial meetings and briefings held per year in advocating for projects, services and programs	There were 49 Federal and ministerial meetings in 2018-19.	10	49	Achieved
Percentage of capital projects completed at the conclusion of the financial year (based on number of projects)	128 out of 148 projects completed.	93%	86.48%	Not achieved

MEASURE	EXPLANATION	TARGET	ACTUAL	OUTCOME
Planning applications decided within 60 days	59% of planning applications decided within 60 days	78%	59%	Not achieved
Planning applications issued within 10 working days (PPARS)	55% of planning applications were issued within 10 working days (PPARS)	100%	55%	Not achieved
The Actions identified in the Municipal Public Health and Wellbeing Annual Action Plan linked to the Built Theme are addressed.	Ongoing.	100%	100%	Achieved

Key Ongoing Capital Projects:

- Maude Street upgrades Stages 1B and 1C
- Balaclava/Verney/New Dookie Roads intersection upgrade
- On-going Road Sealing Program - Urban, Rural and Final Seals
- Public Toilet Replacement Program
- New Dookie Road/Verney Road Stages 2, 3 & 4
- Bridge Renewals Program 2016-2026
- Progress the Shepparton Sports Stadium
- Progress the relocation of the Shepparton Aerodrome
- Footpaths Missing Links program
- Bicycle Strategy implemented
- Cosgrove 3 Landfill



Supporting Strategies & Plans:

Council (current)

- Asset Management Policy and Strategy Review
- City of Greater Shepparton Industrial Land Review 2011
- City of Greater Shepparton Strategic Review of Tatura Industrial Land 2011
- Commercial Activities Centres Strategy
- Congupna Urban Drainage Strategy
- Greater Shepparton 2030 Strategy
- Greater Shepparton City Council Seasonal Pools Review and Strategy
- Greater Shepparton Cycling Strategy 2013-2017
- Greater Shepparton Freight and Land Use Study 2013
- Greater Shepparton Heritage Study 2013
- Greater Shepparton Housing Strategy 2011
- Greater Shepparton Industrial Development Guidelines
- Greater Shepparton Movement and Place Strategy – Draft Challenges and Opportunities Paper
- Greater Shepparton Planning Scheme
- Greater Shepparton Urban Forest Strategy 2013-2023
- Infrastructure Design Manual
- Investigation Area 1 – Goulburn Valley Harness & Greyhound Racing Precinct Feasibility Study & Masterplan
- Investigation Area 3 – Adams Road Area, Kialla
- Liveability Framework and Indicators Plan
- Mooroopna West Growth Corridor 2009
- Northern Victoria Regional Transport Strategy
- Regional Land Use Strategy 2008
- Roadside Management Strategy
- Shepparton Aerodrome Relocation Strategy
- Shepparton North South Growth Corridor 2003
- Shepparton Sports Stadium Future Directions plan

- Southern Gateway Landscape Strategy
- South Shepparton Community Infrastructure Needs Assessment 2011
- Tatura Milk Industries Master Plan 2011
- Urban Design Manual
- Unilever Tatura Master Plan 2014
- Urban Design Framework – Shepparton North and South Business Areas 2006
- Urban Development Program – Residential and Industrial Land Supply Assessments 2016

Council (to be developed)

- Greater Shepparton Heritage Strategy 2017-2021
- Shepparton Sports Stadium detailed design



Heritage Open Day held in **March** with tours of private homesteads, hotels, halls and churches.

Victorian Planning Authority and Council prepare the **Shepparton Mooroopna 2050: Regional City Growth Plan.**

Katandra West War Memorial restoration completed.

New all-abilities toilets at the **Tatura Netball Association** facilities.





Greater Shepparton **Townships Framework Plan** adopted.

New **family precinct/ playground** and toilets for **Victoria Park Lake** commenced.

Tatura Museum extension works commence.

Tatura Library receives funding for redevelopment.

Shared streetscape concept for redevelopment of **Maude Street Mall** endorsed.

Vibert Reserve receives funding for lighting and fencing.



Work commenced on the **Maude Street Bus interchange** and plaza.

Kane Constructions Pty Ltd awarded tender to build the **new SAM** with work started in April.

Road safety upgrades carried out on **Watt Road**.





Shepparton
CBD **pedestrian
crossings**
safety upgrade
commenced.

**Cultural Heritage
Awards** recognise nine
examples of heritage
significance.

**Kialla Park
Recreation Reserve**
oval redevelopment
commenced.

Detailed design
work for **McLennan
Street Mooroopna**
completed.

**Toolamba
Bridge** upgrades
start with long-
term replacement
planned for.

Masterplans
for **Riverlinks**
and **Aquamoves**
commenced.

Federal government
funds **\$208m** to stage
one of **Shepparton
bypass**.

ENVIRONMENT

Enhance and protect the clean, green environment that makes Greater Shepparton the unique place it is.



Objectives:

- 5.1 Greening Greater Shepparton has created an attractive, vibrant and liveable place with well-connected green spaces that are valued by the community.
- 5.2 The region's environmental assets are planned and managed to ensure they are enhanced and sustainable for future generations.
- 5.3 Waste is managed in a sustainable way that is environmentally friendly, reliable and sustainable for future generations.
- 5.4 Council has positioned itself to be a leader in building Greater Shepparton's response to climate change issues, in partnership with key stakeholders.
- 5.5 Alternative energy sources with both environmental and economic gains are promoted and encouraged.
- 5.6 Floodplain management minimises the consequences of flooding to life, property, community wellbeing and the economy.



Measures of Success:

MEASURE	EXPLANATION	TARGET	ACTUAL	OUTCOME
Improve Council's energy efficiency rating in accordance with the Energy Reduction plan	Anticipate reaching target of 20% in 2020. Solar installations will enable target to be reached.	10%	18%	Achieved
Kerbside collection waste diverted from landfill	51% of kerbside collection waste has been diverted from landfill.	43.5%	51%	Achieved
Percentage of Native Vegetation cover (NVC)	7287Ha of Native Vegetation Cover	7,287Ha	7,287Ha	Achieved
Percentage of tree canopy cover	Currently planting trees but will take 10 years to reach maturity	23%	23%	Achieved
The Actions identified in the Municipal Public Health and Wellbeing Annual Action Plan linked to the Environment Theme are addressed.	Ongoing.	100%	100%	Achieved
Trees planted per year (including One Tree Per Child)	One Tree Per Child program target achieved for the 2018-19 financial year.	10,993	22,165	Achieved

Key Capital Projects:

- Cosgrove 3 – Waste Centre and Landfill construction
- Street Tree New and Renewals Program
- Large site Solar Powered Generation
- Wetland and Native Infrastructure Renewal
- Greening Shepparton Tree Planting program

- Mosquito Management Plan
- RiverConnect Strategy
- Roadside Management Strategy
- Streetscape Plan
- Storm Water Management Plan
- Waste Management Strategy 2013-2023

Supporting Strategies & Plans:

Council (current)

- Climate Adaptation Plan
- Domestic Wastewater Management Plan (DWMP)
- Energy Reduction Plan
- Food Safety Strategy
- Greater Shepparton Environmental Sustainability Strategy 2014-2030
- Greater Shepparton Resource Recovery Precinct Feasibility and Site Study 2016
- Greater Shepparton Urban Forest Strategy 2013-2023
- Greening Greater Shepparton
- Local Floodplain Development Plans/Precincts

Council (to be developed)

- Greater Shepparton Resource Recovery Master Plan





**Environmental
Upgrade Agreements**
extended to farmers.

Heritage Grants
for conservation
works provided to
12 applicants.

Council working with
other organisations to
restore **Calder Woodburn
Memorial Avenue.**





Lease for proposed **solar farm** at **GV Link** signed with GVCE Mooroopna Solar for **25 years**.

Shepparton Mooroopna plans to manage **flood risk** adopted.

Council prepares for **ban** on **electronic waste** to tackle fastest growing landfill issue.

2013-2023 **Waste and Resource Recovery Management Strategy** to reduce landfill, greenhouse gases and increase recycling adopted.

RiverConnect, Shepparton Canoe Club and Veolia had the first **clean up day** for the Goulburn River.

Solar panels installed at Mooroopna Hub and Doyles Road Complex reducing energy consumption by **42%** and **32%** respectively.

Major Capital Works Report

By the end of June 2019 there were 88 per cent of capital works projects completed - 113 out of 128 projects. Below are some of the main projects completed during the last financial year.

Active Living	\$98,667
Arcadia Recreation Reserve Car Park	\$64,573
Building Renewals	\$1,014,246
BMX Track Bitumen Berms	\$132,389
Central Park Netball Court Reconstruction	\$316,713
Colaura Gardens Toolamba Playground	\$60,000
Kialla Park Recreation Reserve Oval Lighting	\$21,610
Merrigum Splash Park	\$315,416
Roads Renewals Project	\$3,529,205
Roads Sealing Program	\$1,857,322
Shade Structures – Congupna, Tatura Northlinks & Murchison Playgrounds	\$58,378
Small Town Recreational Spaces Spots	\$80,211
Solar Projects – Doyles Road Complex & Mooroopna Hub	\$324,999
St Georges Road – Flagpoles, Signage, Sculpture & Shade Structure	\$29,837
Tallygaroopna Reserve Kitchen Upgrade	\$29,114
Victoria Park Public Toilets	\$344,018
Watt Road Upgrade	\$74,304

Below are some of the main projects that were started during the last financial year.

Balaclava Road / Verney Road / New Dookie Road / Hawdon Street Intersection Upgrade	\$1,178,742
Bridge Renewals (Toolamba Bridge)	\$620,905
Cosgrove 3 Cell & Infrastructure	\$8,012,163
Maude Street Redevelopment	\$1,426,024
New SAM	\$3,194,034
Skene Street Centre Road Parking	\$217,603
Southdown Street Upgrade	\$136,932
Tatura Museum Extension	\$382,206

Sustainability Reports

Our Commitment – we are committed to planning and actions that will progress our municipality, enhancing and preserving the quality of life for our community, while ensuring that Council is financially sustainable and environmentally responsible.

Financial Sustainability

One of Greater Shepparton City Council's financial goals is to achieve financial sustainability for the long-term.

The Victorian State Government's Fair Go Rates System (FGRS) has capped rates increases by Victorian councils to the forecast movement in the Consumer Price Index (CPI).

The FGRS provides an additional challenge to Council to remain financially sustainable while balancing the service delivery and infrastructure needs and expectations of a growing municipality.

In planning for our long-term financial sustainability Council utilises a number of financial indicators to assess our financial health and performance.

Liquidity

Also referred to as Working Capital, Liquidity is the difference between Council's current assets and non-current assets.

The broad objective of this indicator is to ensure Council has sufficient working capital available to pay bills when they fall due.

At the end of 2017/18, Council reported a Liquidity of 270 per cent which was slightly below the average of similar large regional city councils and lower than the average of all Victorian councils.

Victorian Auditor General

With Liquidity (Working Capital), the Victorian Auditor General's Office (VAGO) considers anything under 75 per cent to be "high-risk", between 75 per cent and 100 per cent to be "medium-risk" and greater than 100 per cent as "low-risk" in the context of a Council's ongoing financial sustainability.

In 2018/19 Greater Shepparton City Council recorded a working capital of 269 per cent which is considered low risk. This has been impacted by the early receipt of 50 per cent of the 2019/20 Federal Financial Assistance Grant in 2018/19.

Strategic Resource Plan and Long Term Financial Plan

Through annual revisions to our Strategic Resource Plan and Long Term Financial Plan Council will continue to focus on identifying sustainable cost savings that will enable it to remain financially sustainable when delivering high-quality, responsive and accessible services to the Community.

Council will also continue to work towards achieving the following underlying financial principles in regards to financial sustainability:

- a. generate an operating surplus;
- b. fully fund asset renewals; and
- c. borrow responsibly

Environmental Sustainability

The Environmental Sustainability Strategy continues to be implemented with the following notable achievements:

RiverConnect

Community activities delivered through the program include:

- Spotlight walks along the river, encountering gliders, possums, birds and other wildlife
- Canoeing along the Goulburn River
- Breakfast with the Birds (in partnership with Birdlife Australia)
- Photography, art and traditional weaving sessions held along the river
- Turtle and Bat information sessions and workshops
- Rubbish clean-up and plogging sessions (including some on canoes)
- Illegal dumping campaign
- Participation in carbon sequestration research and monitoring at a local wetland
- Nurture Nature school holiday events and Primary School Days bringing all the local environment educators together to introduce kids to the value of our environment

School and kindergarten activities delivered through the program include:

- Tree planting along the river environment
- Rubbish clean-ups
- Construction and installation of nest boxes
- Wildlife monitoring through installation of cameras to advise habitat improvement works
- Weed removal
- Workshops at local wetlands including Landcare, traditional owners, Turtles Australia
- Bush kinder to foster an understanding and love of nature

In summary, 2,665 people were involved in 52 community-engagement activities and 3,167 school students from 117 school visits and nine kindergartens learnt about the environment in outdoor classrooms.

Shepparton Statement

The Shepparton Statement is an environmental message from the youth of Greater Shepparton to the leaders of their community. It is designed to give our youth a voice in discussing their concerns about climate change and what they want their leaders to do in addressing the issue.

Solar Installations and Energy Reduction

Council installed a 99kW solar PV system at the Doyles Road Complex (Council depot) and a 56kW system at the Mooroopna Community Hub (includes library, child care centre and community spaces) to reduce non-renewable energy consumption at these sites. These sites are included in the Council's top 10 energy consuming facilities.

Council tracks all its energy and water consumption and uses this as a basis for sustainability projects. Council is working towards meeting the targets of its Energy Reduction Plan, which is a 20 per cent energy reduction over 2014/15 levels by 2020. This reduction in carbon emissions will assist in the mitigation of climate change.

Council facilitates Environmental Upgrade Agreements (EUAs), whereby local businesses can access finance for environmental works and pay these costs back through their rates. These are delivered through Council's Economic Development Team.

One Tree Per Child

Council and the community planted 19,665 local native plants of 65 different species during the year, to increase habitat for our local wildlife and improve biodiversity. A total of 32 planting sites were used, with 18 schools, two kindergartens, 21 community groups and three Landcare groups involved.

Waste

- Council operates a three bin waste collection system (general, green and recyclable) to reduce the amount of waste going to landfill and contributing to greenhouse gas emissions. The green waste collected is turned into high-quality mulch and reused through the municipality.
- Council has a recycled goods resale shop that operates out of the Shepparton transfer station to divert waste from landfill.
- Council manages concrete and brick crushing and green waste shredding for recycling at Resource Recovery Centres (RRC).
- Ongoing Waste Education in schools and with community groups. A Waste Education Centre is opening soon at the Cosgrove 3 Landfill.
- Follow Your Rubbish tours – taking residents, schools and community groups to Cosgrove, Shepparton RRC and Western Composting (where green waste is turned into compost) for guided tours
- Clean-up days with community groups
- Council manages a number of Gross Pollutant Traps (GPTs) that collect waste from our stormwater system prior to the system discharging to our rivers and wetlands. These traps are cleaned out bi-annually.

Native Vegetation Forum

Council coordinated a Native Vegetation Forum to promote the retention of native vegetation in our agricultural areas.

Year of the Paddock Tree

Council is involved in a partnership to promote the benefits of paddock trees.

Sustainability Grants

Council awarded \$7800 in Community Sustainability Grants. These grants were awarded to groups for a film festival, community workshops to assist in reducing their impact on the changing environment and saving money, installation of water tanks for a community garden, and a healthy lifestyle garden.

Goulburn Broken Greenhouse Alliance

Council is a member of the Goulburn Broken Greenhouse Alliance, which is a partnership of 11 councils, two Catchment Management Authorities and DELWP Hume whose mission is to lead by raising awareness and capacity of the region to mitigate and adapt to climate change.

As part of this Alliance, Council has:

- Partnered in a project to assess a Business Case for main road street lighting to consider options for reducing energy consumption of main road street lights
- Investigated opportunities to procure renewable electricity to supply Council's energy needs through a power purchasing agreement
- Partnered in a project investigating the installation of public electric vehicle charging infrastructure throughout the state
- Participated in strategic planning and developing objectives to reduce the impact of climate change on our environment.

Fleet

Council has committed to the purchase of two electric vehicles and associated charging infrastructure for its passenger pool fleet, to reduce its reliance on high carbon-emitting fossil-fuelled vehicles. The majority of Council's pool vehicle fleet are hybrid vehicles. Council has also investigated the viability of purchasing electric trucks for the heavy vehicle fleet.

Sustainability Working Group

Council's internal Sustainability Working Group meets regularly to discuss and implement opportunities for Council to be more sustainable. This group has coordinated the purchase and distribution of branded reusable bags, held community information sessions on backyard chooks and water-wise gardening using cactus, developed a single-use plastic policy, celebrated nude food day with information on beeswax wraps and cutting down on single-use plastics, and advocating for better change rooms at Council offices to encourage staff to walk and ride to work rather than use cars.



Social Sustainability

Council has a range of strategies and action plans to ensure that diversity is respected, that there is equity in the services that Council delivers and that social connectedness is nurtured. Council is committed to those that live in Greater Shepparton to enable them to enjoy a high-quality lifestyle that provides opportunities for members of our community to reach their full potential. This includes providing services and actions that foster a good quality of life for all in regards to health, housing, education, employment and safety.

Best Start Early Years Plan

The Best Start Early Years Plan 2015 – 2019 reinforces Council's commitment to the children and families of the municipality. The plan consists of four outcome areas:

- Every child enjoys a healthy start to life
- Every child is supported to become a confident learner
- Greater Shepparton is a child and family-friendly community
- Collaboration to achieve collective impact

Community Plans

A Community Plan is a written document which identifies a community's vision for the future and the priorities it has identified to achieve this vision. Greater Shepparton City Council is committed to work in partnership with communities to develop Community Plans for small towns, localities and neighbourhoods.

Community Safety Strategy

The Community Safety Strategy 2018-2021 addresses high-priority relevant community safety issues facing Greater Shepparton that were identified using local agency knowledge, statistics and community feedback. The strategy includes an action plan that sets out objectives to be achieved throughout the four-year period.

Multicultural Strategy

The Multicultural Strategy 2019-2022 supports Council in continuing its work towards creating a vibrant, cohesive society that celebrates and incorporates aspects of cultural diversity within daily life. The Strategy is based on valuing our community's diversity, creating opportunities, recognising contributions to our society and celebrating the many cultures and diversity in our community.

Housing Strategy

This Strategy has been developed to respond to existing and future housing needs in the municipality to the year 2031. It includes objectives, strategies and actions to guide housing delivery and sets a long-term direction for future residential growth. The strategy informs and guides decision making by landowners, Council, service authorities and the general community about residential land and housing needs and locations.

Public Health Strategic Plan and Municipal Health and Wellbeing Action Plan

The Public Health Strategic Plan and Municipal Health and Wellbeing Action Plan takes a liveability approach to public health planning. The strategic plan and associated action plan aim to address the following liveability indicators in relation to the social environment – arts and culture, access to food, community participation, crime and safety, health and social services in partnerships with key stakeholders and local community members.

Universal Access and Inclusion Plan

The Universal Access and Inclusion Plan is a whole-of-Council approach that will guide Council's priorities and ensure equity for people of all abilities in our diverse and inclusive municipality. The Plan has an associated Action Plan with aims to be achieved over a four-year period.

Volunteer Strategy and Action Plan

The Volunteer Strategy and Action Plan 2019-2022 sets out Council's vision and approach to support volunteering in our region. This Strategy provides a framework for the promotion, recruitment/retention, recognition and celebration of Council's volunteers at a local level, encouraging a responsive and supportive environment for all volunteers. Council recognises, where there is a vibrant culture of volunteering, communities are stronger due to the inclusiveness volunteering promotes in the community.

Women's Charter Alliance

The Women's Charter Alliance Advisory Committee provides advice to Council on issues relating to the Victorian Government Women's Charter and its key principles. A three-point action plan focussing on Gender Equity, Diversity, and Active Citizenship guides the key strategic objectives of this Committee who make recommendations to encourage delivery of initiatives to ensure there are opportunities for the women of Greater Shepparton to access information, share knowledge and be aware of local leadership opportunities.

Youth Strategy

The Youth Strategy and Action Plan will inform how we work in partnership with the youth sector, young people and their families to ensure that young people are provided with every opportunity to actively participate in their community including those with diverse social, economic or cultural backgrounds.







RAIL CROSSING

RAIL

REMARKING
AHEAD

GREATER
SHEPPARTON



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Council Meetings

Council meetings are held at 5.30pm on the third Tuesday of each month including public question time. Public questions must be submitted five clear business days prior to the Council meeting. Special Council Meetings are also held as required.

There were 11 Ordinary Council Meetings and five Special Council Meetings in 2018-2019.

Meetings of the Council are open to the public unless the Council resolves to close the meeting. Council is committed to transparent governance and therefore Council Meetings are only closed when considering confidential reports.

All Council Meetings are generally held in the Council Boardroom, with the times and venue of Council meetings being advertised in the Shepparton News, on Council's website and Facebook page. In addition Council Meetings are live-streamed to the Council's Facebook page with recordings then available on the website.

A video summary of meeting outcomes is presented by the Mayor or available Councillor on the Wednesday following each meeting. This is made available on Council's website and YouTube channel.

Briefing Sessions

In addition to regular Council Meetings, there are weekly briefing sessions where Council officers make presentations to Councillors on policy matters, projects and initiatives and issues of importance to the Council and the Greater Shepparton community.

Briefing sessions are not decision-making forums. They enable Councillors to ascertain critical information required to assist them in making a formal decision at a Council Meeting.

Council Committees

Section 86 Committees (established)

Council can appoint committees with special delegated power. There are 21 Section 86 committees made up of community volunteers. Most of the committees have delegated functions for community facilities such as recreation reserves, community centres and halls.

- Arcadia Community Centre Committee of Management
- Australian Botanic Gardens Shepparton Special Committee
- Bunbartha Recreation Reserve Committee of Management
- Caniambo Hall Committee of Management
- Central Park Recreation Reserve Committee of Management
- Congupna Recreation Reserve and Community Centre Committee of Management
- Development Hearings Panel
- Dhurringile Recreation Reserve and Community Centre Committee of Management
- Dookie Memorial Hall Committee of Management
- Dookie Recreation Reserve and Community Centre Committee of Management
- Harston Hall Committee of Management
- Karamomus Recreation Reserve and Community Centre Committee of Management
- Katandra West Community Facilities Committee of Management
- Kialla District Hall Committee of Management
- Kialla West Recreation Reserve Committee of Management
- Lemnos Recreation Reserve Committee of Management
- Murchison Community Centre Committee of Management
- Shepparton Show Me Committee of Management
- Tallygaroopna Memorial Hall Committee of Management
- Tallygaroopna Recreation Reserve Committee of Management
- Toolamba Recreation Reserve & Community Centre Committee of Management

Advisory Committees

Council also has 21 advisory committees with community representatives. Advisory committees provide advice to Council but, unlike a Section 86 committee, have no delegated authority.

- Audit and Risk Management Committee
- Calder Woodburn Memorial Advisory Committee
- Cussen Park Advisory Committee
- Deakin Reserve Advisory Committee
- Dhurringile Prison Community Advisory Group
- Goulburn Valley Highway Shepparton Bypass Action Group
- Greater Shepparton Aerodrome Advisory Committee
- Greater Shepparton Disability Advisory Committee
- Greater Shepparton Health and Wellbeing Advisory Committee
- Greater Shepparton Heritage Advisory Committee
- Greater Shepparton Off Leash Dog Park Advisory Committee
- Greater Shepparton Positive Ageing Advisory Committee
- Greater Shepparton Safer Communities Advisory Committee
- Greater Shepparton Sports Hall of Fame Advisory Committee
- Greater Shepparton Women's Charter Alliance Advisory Committee
- RiverConnect Implementation Advisory Committee
- Shepparton Art Museum Advisory Committee
- Shepparton Regional Saleyards Advisory Committee
- Shepparton Showgrounds Advisory Committee
- Sir Murray Bouchier Memorial Advisory Committee
- Tatura Park Advisory Board

Audit and Risk Management Committee

The Audit and Risk Management Committee is an independent Advisory Committee to Council formed pursuant to Section 139 of the Local Government Act 1989.

The primary objective of the ARMC is to assist Council in the effective conduct of its responsibilities for financial reporting, management of risk, maintaining a reliable system of internal controls and ensuring that Council obtains value for money.

The Committee comprises two Councillors and four external independent people appointed by Council. The membership of the Committee in 2018/2019:

- Kim O'Keeffe (Councillor)
- Chris Hazelman (Councillor)
- Geoff Cobbledick
- Graeme Jolly
- Anne O'Connor
- John Calleja
- David Kortum - commenced 23 April 2019
- Goran Mitrevski - commenced 22 May 2019

The Committee oversees the activities and reports of the internal auditor Crowe Howarth, and the external auditor (Victorian Auditor General's Office). The Committee also provides advice on Council's annual financial reporting, insurance, risk management and compliance issues.

The annual internal audit program and the scope of the works to be performed is set by the Committee and the Committee reviews each of the reports made pursuant to that program.

The committee met five times during the year with the following activities carried out:

- Financial Statements, Standard Statements and Performance Statement for the year ended 30 June 2019 were considered and recommended 'in principle' for adoption by Council.
- Received quarterly risk management reports including insurance claims.
- Received quarterly updates on Occupational Health and Safety incidents and statistics.
- Received the internal audit plan for 2018/2019.
- Received and considered Council's monthly financial reports.
- Received a variety of final reports presented by Crowe Horwath on internal audits conducted throughout the year.
- Information to be made available to the public.

Greater Shepparton City Council is committed to open and transparent governance. In accordance with Regulation 12 of the Local Government (General) Regulations (2015), the following information is available for public inspection at Council's Welsford Street office:

- Details of overseas or interstate travel (with the exception of interstate travel by land for less than three days) undertaken in an official capacity by Councillors or any member of Council staff in the previous 12 months, including the names of the Councillors or members of Council staff and

the dates, destination, purpose and total cost of the overseas or interstate travel, including accommodation costs.

- The agendas for and minutes of ordinary and special meetings held in the previous 12 months which are kept under section 93 of the Act, other than those agendas and minutes relating to parts of meetings which have been closed to members of the public under section 89 of the Act.
- Minutes of meetings of special committees established under section 86 of the Act and held in the previous 12 months except if the minutes relate to parts of meetings which have been closed to members of the public under section 89 of the Act and are confidential information within the meaning of the section 77 (2) of the Act.
- A register of delegations kept under sections 87 (1) and 98 (4) of the Act, including the dates on which the last reviews under section 86(6) and 98(6) of the Act took place.
- A document containing details of all leases involving land which were entered into by the Council as lessor, including the lessee and the terms and value of the lease.
- A register of authorised officers appointed under section 224 (1A) of the Act.
- A list of donations and grants made by the Council during the previous 12 months, including the names of persons or bodies which have received a donation or grant and the amount of each donation or grant.

Councillor Expenses

2018/2019	TRAVEL EXPENSES (\$)	CAR MILEAGE EXPENSES (\$)	CHILDCARE EXPENSES (\$)	INFORMATION & COMMUNICATIONS TECHNOLOGY (\$)	CONFERENCE AND TRAINING EXPENSES (\$)
Cr Dinny Adem	2,173			614	
Cr Les Oroszvary				117	
Cr Dennis Patterson	701			614	635
Cr Chris Hazelman				614	
Cr Fern Summer				614	
Cr Seema Abdullah	1,293			136	1,960
Cr Shelley Sutton				614	11
Cr Bruce Giovanetti	894			614	211
Cr Kim O'Keeffe	6,825	13,986		870	200
	11,886	13,986	0	4,805	3,018

Freedom of Information

Greater Shepparton City Council maintains both paper-based and electronic documents in respect to its operational, general administrative, financial and investment functions.

The disposal of these records is governed by the *Public Records Act (1973)* and no records are destroyed or otherwise disposed of except in accordance with the relevant standards.

The *Freedom of Information Act (1982)* gives any individual or organisation the right to access information held by Greater Shepparton City Council unless that information is deemed exempt under the Act.

The *Freedom of Information Act (1982)* embodies the four following basic principles:

- Members of the public have a legal right of access to information in documentary form.
- Government departments and agencies are required to publish information concerning the documents they hold.
- People may ask for inaccurate, incomplete, out-of-date or misleading information in their personal records to be amended.
- People may appeal against a decision not to give access to the information or not to amend a personal record.

During the 2018-2019 financial year Greater Shepparton City Council received the following requests for information:

Freedom of Information Activity 2018-2019

DESCRIPTION	NUMBER
Applications received	23
Carried forward from last year	5
Access granted in full	8
Access granted in part	7
Number not finalised	4
Not proceeded with / Withdrawn	4
No documents exist	2
Documents provided outside of FOI Act	0
Request transferred to another agency	0
Access denied in full	2

Requests for information should be directed to the Governance Compliance Officer, Greater Shepparton City Council, Locked Bag 1000, Shepparton, Victoria, 3632 or phone (03) 5832 9897.

Current Local Laws

Local Law No 1 Community Living

This local law provides for the peace, order and good government of the municipal district of the Greater Shepparton City Council; provides for those matters which require a Local Law under the Local Government Act 1989, and any other Act; and provides for the administration of Council powers and functions, and for the issue of permits and infringement notices.

It prohibits, regulates and controls activities, physical works including construction, events, practices or behaviour in the municipal district so that no detriment is caused to the amenity of the neighbourhood, nor nuisance to a person, nor detrimental effect to the environment or property.

It regulates and controls the consumption of liquor and possession of liquor other than in a sealed container and protects the assets vested in Council.

It regulates the droving, grazing and movement of livestock throughout the municipal district, to minimise the damage to road surfaces, formations, drainage, native vegetation and surrounding areas arising from livestock and to alert other road users to the presence of livestock on roads in the interests of road safety.

It enhances public safety and community amenity; and supports the Council to undertake its powers and duties in relation to drains and drainage of land.

Local Law No 2 Procedures for Council Meetings and Common Seal

This local law regulates and controls processes for the election of Mayor, Deputy Mayor and chairpersons of committees, procedures for formal Council and committee meetings and use of the Common Seal.

Protected Disclosure Act

Council is committed to the aims and objectives of the Protected Disclosure Act 2012 and does not tolerate improper conduct by its employees, nor the taking of reprisals against those who come forward to disclose such conduct.

Council recognises the value of transparency and accountability in its administrative and management practices, and supports the making of disclosures that reveal corrupt conduct, conduct involving a substantial mismanagement of public resources, or conduct involving a substantial risk to public health and safety or the environment.

Council will take all reasonable steps to protect people who make such disclosures from any detrimental action in reprisal for making the disclosure, and will also afford natural justice to the person who is the subject of the disclosure.

The Act commenced operation in 2013, and a Policy has been developed to establish a system for reporting disclosures of improper conduct or detrimental action by employees of the Council. This Policy is publicly available and can be accessed at the Council offices or via Council's website.

For the 2018/2019 period, Council's Protected Disclosure Officers are the people holding the position of:

- Team Leader Governance
- Manager People and Development
- Team Leader Information Management

The Protected Disclosure Welfare Officer is the Team Leader of People and Workforce.

The Protected Disclosure Coordinator is the Manager Corporate Governance.

Protected Disclosure Activity 2018-2019

DESCRIPTION	NUMBER
Number and type of disclosures made to the Council during the year	0
Number of disclosures referred to the Ombudsman for determination	0
Number and type of disclosed matters referred to the Council by the Ombudsman for investigation	0
Number and type of disclosed matters referred by the Council to the Ombudsman for investigation	0
Number and type of investigations taken over from the Council by the Ombudsman	0
Number of requests made by a Discloser to the Ombudsman to take over an investigation by the Council	0
Number and types of disclosed matters that the Council has declined to investigate	0
Number and type of disclosed matters that were substantiated upon investigation and action taken on completion of the investigation	0
Any recommendations made by the Ombudsman that relate to the public body	0

Procurement

In accordance with the Local Government Act 1989 procurement breaches greater than the public threshold to be reported:

BREACH NO.	GOODS/SERVICES PROCURED	BREACH DETAILS (WHO, WHAT, WHEN, IMPACT ETC.)	REPORTED TO	AMOUNT
1	Installation and Supply of Photocopier Hardware and Services	A greater than average timeframe for tendering resulted in the current off-contract vendor continuing the supply of services during the tender and post-award changeover period.	Director Corporate Services	\$180,487.65



National Competition Policy

In April 1995, the Commonwealth and the States and Territories agreed to the implementation of a National Competition Policy (NCP).

A key objective of the NCP is the promotion of more efficient public resource allocation decisions by all levels of government. NCP requires an assessment of how government conducts business activities that compete, or potentially compete, with the market.

During 2017/2018, Greater Shepparton City Council formalised its processes and controls in place for the NCP for implementation from 2018/2019 onwards. These procedures include an assessment of possible significant business activities as part of Council's annual budget development process and, should a Council activity be deemed significant business activity, implementation of NCP measures to ensure compliance is achieved.

During 2018/2019, a number of Council business activities were assessed under these formalised processes. Council will continue to assess and monitor these activities to ensure any necessary compliance with the NCP is achieved.

Disclosure Relating to Contracts

Section 186 of Local Government Act 1989 requires Council to seek public tenders before entering into contracts valued at greater than \$150,000 for goods and services and \$200,000 for works. Councils are required to make available to the public a list of contracts above these amounts which were entered into during the financial year without first engaging in a competitive process. A public list is available by contacting Council on (03) 5832 9700.

Infrastructure and Development Contributions

Total DCP levies received in 2018-19

DCP NAME (YEAR APPROVED)	LEVIES RECEIVED IN 2018-19 FINANCIAL YEAR (\$)
Mooroopna West Growth Corridor DCP (2010)	\$620,042
South Growth Corridor DCP (2003)	\$327,925
North Growth Corridor DCP (2003)	\$123,463
TOTAL	\$1,071,430

DCP land, works, services or facilities accepted in-kind in 2018-19

DCP NAME (YEAR APPROVED)	PROJECT ID	PROJECT DESCRIPTION	ITEM PURPOSE	PROJECT VALUE
Nil	Nil	Nil	Nil	Nil
TOTAL				

Total DCP contributions received and expended to date (for DCP's approved after 1 June 2016)

DCP NAME (YEAR APPROVED)	TOTAL LEVIES RECEIVED (\$)	TOTAL LEVIES EXPENDED (\$)	TOTAL WORKS-IN-KIND ACCEPTED (\$)	TOTAL DCP CONTRIBUTIONS RECEIVED (LEVIES AND WORKS-IN-KIND) (\$)
No DCP's approved after June 2016 so N/A				
TOTAL	\$0	\$0	\$0	\$0

Land, works, services or facilities delivered in 2018-19 from DCP levies collected

PROJECT DESCRIPTION	PROJECT ID	DCP NAME (YEAR APPROVED)	DCP FUND EXPENDED (\$)	WORKS IN KIND ACCEPTED (\$)	COUNCILS CONTRIBUTION (\$)	TOTAL PROJECT EXPENDITURE (\$)	PERCENTAGE OF ITEM DELIVERED
Extension of shared path adjacent to the stage of development	Bike Path	South Growth Corridor (2003)	\$56,659	\$0	\$56,659	\$113,318	50%
Seven Creeks wetland plant supply	Drainage & Wetland	South Growth Corridor (2003)	\$48,867	\$0	\$0	\$48,867	75%
Design of drainage system	Drainage & Wetland	North Growth Corridor (2003)	\$18,995	\$0	\$0	\$18,995	15%
Intersection construction	R003 Maclsaac Rd Intersection	Mooroopna West Growth Corridor (2010)	\$196,864	\$0	\$514,380	\$711,430	100%
Intersection construction	R004 Midland Hwy Intersection	Mooroopna West Growth Corridor (2009)	\$197,478	\$0	\$390,902	\$588,380	100%
Land acquisition associated with north / south collector road	R001 NrthSth Collector Rd	Mooroopna West Growth Corridor (2009)	\$20,000	\$0	\$0	\$20,000	100%
TOTAL			\$538,863	\$0	\$961,941	\$1,500,990	



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FINANCIAL SUMMARY

Council achieved a net operating surplus of \$24.85 million compared to a budgeted surplus of \$19.17 million. Excluding all capital items the “true” operating surplus for 2018/19 was \$6.38 million.

The variance between the budgeted and actual surplus (\$5.68 million) is largely due to the early receipt in 2018/19 of 50% of the Federal Financial Assistance Grant funding allocation for 2019/20 (\$6.6 million).

Council recorded \$38.76 million in capital works for 2018/19 with asset renewal expenditure of \$26.41 million or 101% of the total depreciation expense.

Council’s working capital ratio for the year was 2.71:1, however, Council does have a Restricted Funds and Intended Allocations balance of \$19.55 million which means not all working capital is considered available for discretionary use.

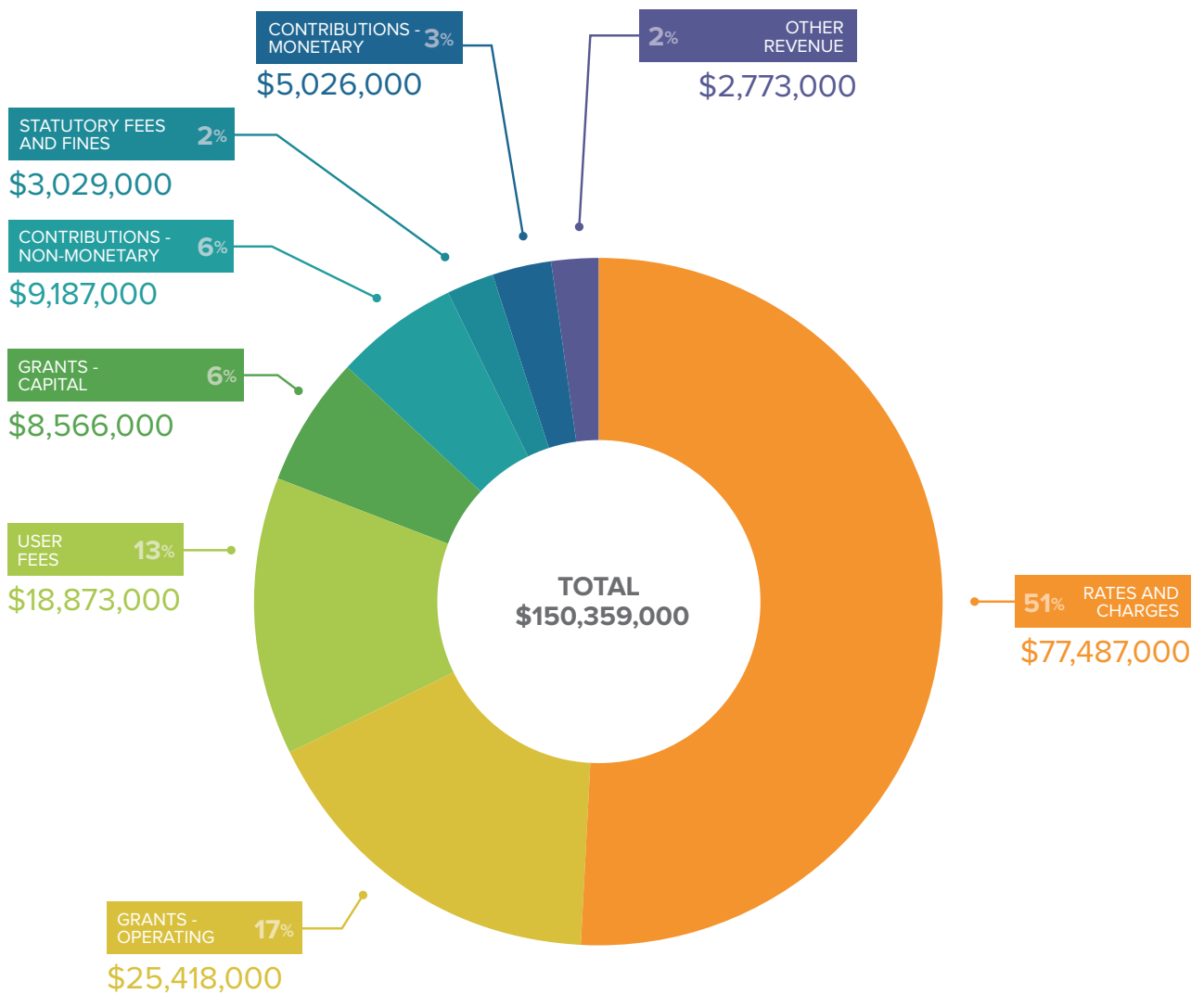
Highlights

- Total Operating Revenues (excluding capital): \$131.1 million.
- Total Operating Expenses: \$125.5 million.
- Total Capital Revenues: \$19.3 million.
- Capital Works completed: \$38.76 million.

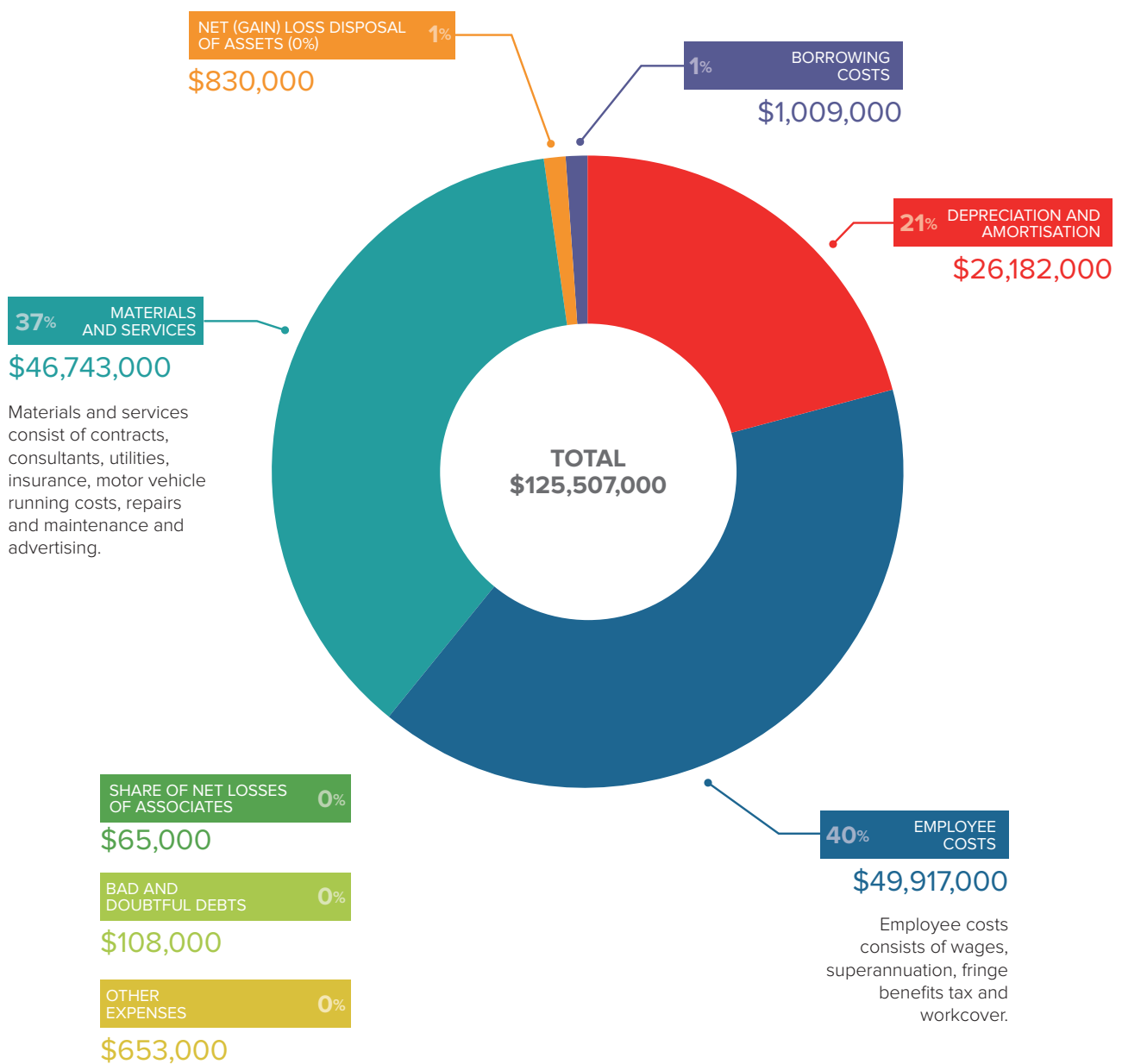


PART 4: FINANCIAL REPORT

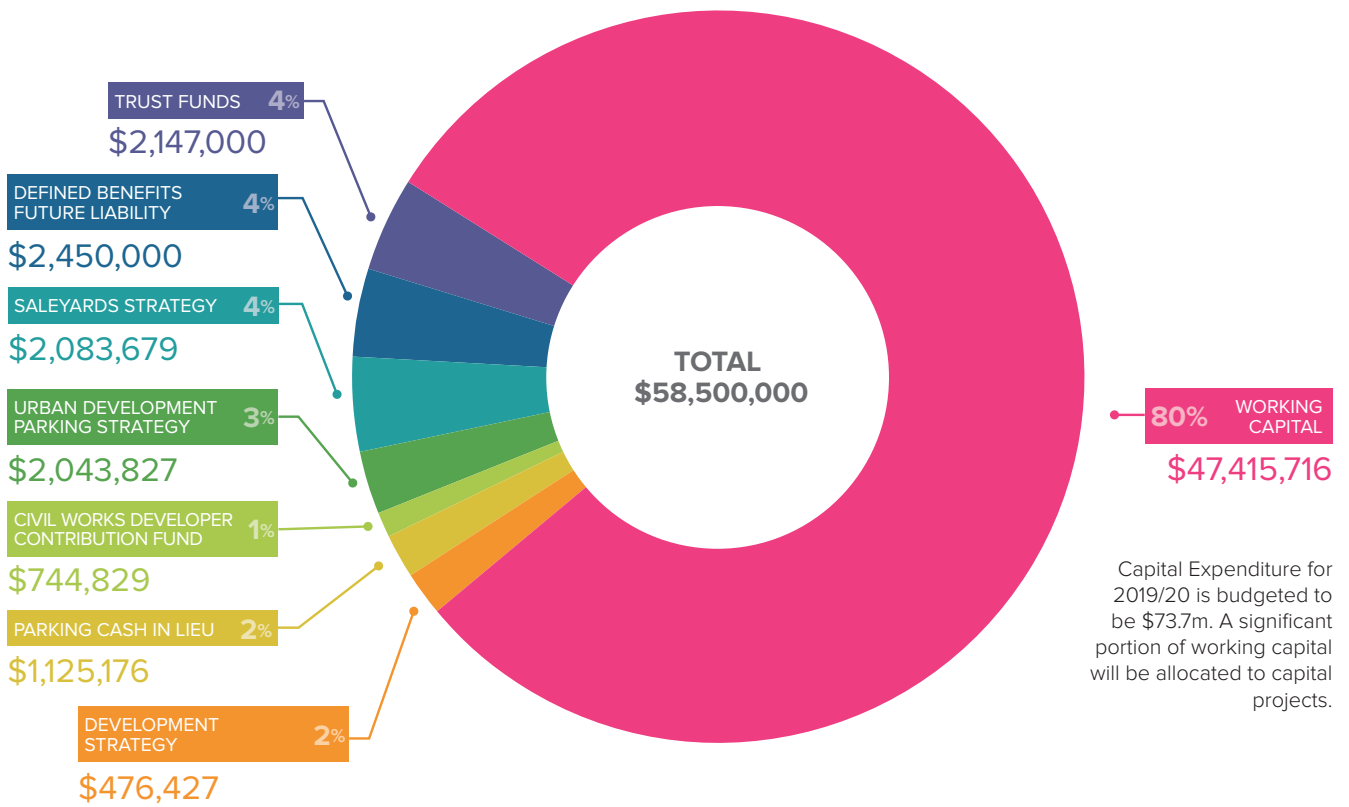
2018 – 2019 Operating Income



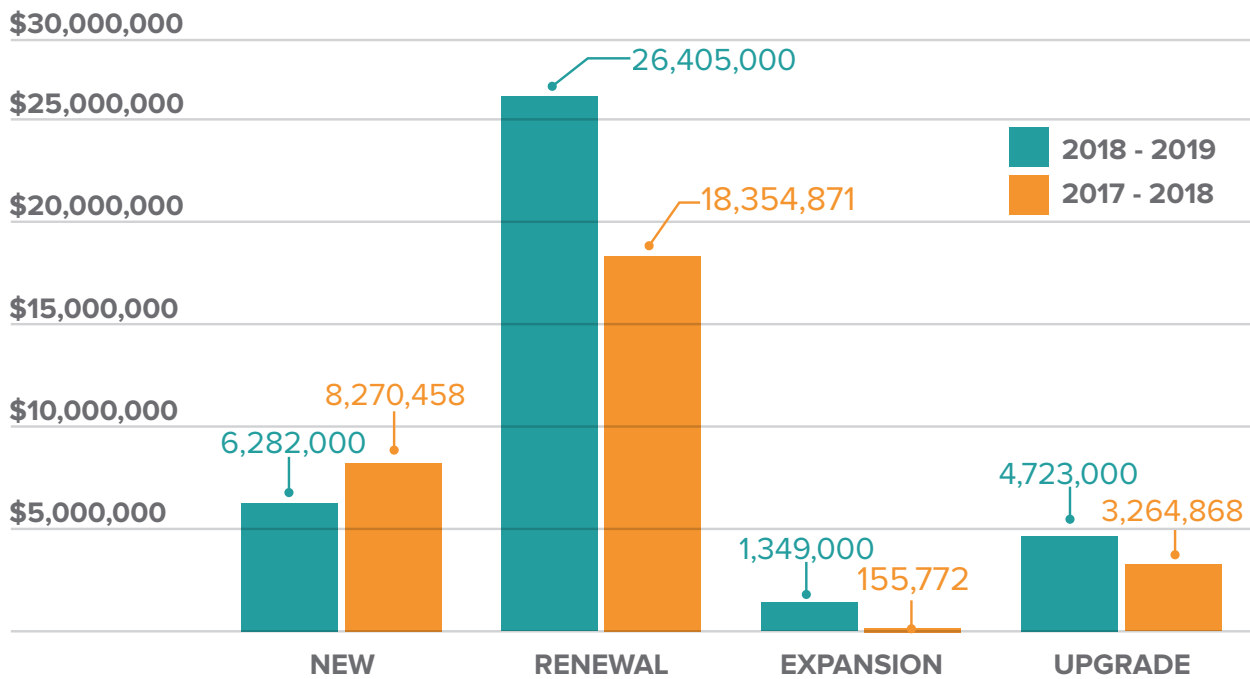
2018 – 2019 Operating Expense



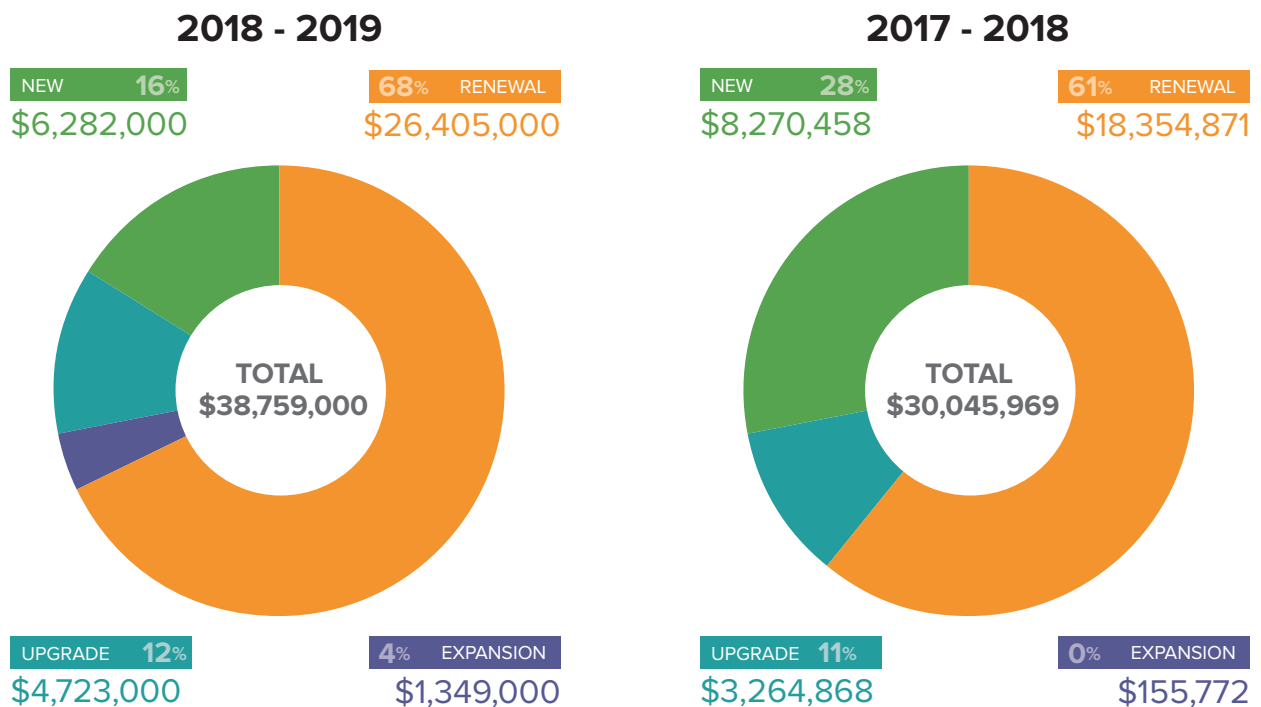
2018 – 2019 Council Investments



2018 - 2019 Capital Expenditure Comparison



2018 - 2019 Capital Expenditure by Type



Certification of the Financial Statements

In my opinion, the accompanying financial statements have been prepared in accordance with the *Local Government Act 1989*, the *Local Government (Planning and Reporting) Regulations 2014*, the Australian Accounting Standards and other mandatory professional reporting requirements.



Matthew Jarvis CPA
Principal Accounting Officer

Date : 18-September-2019
Shepparton

In our opinion the accompanying financial statements present fairly the financial transactions of Greater Shepparton City Council for the year ended 30 June 2019 and the financial position of the Council as at that date.

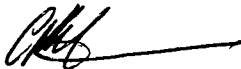
As at the date of signing, we are not aware of any circumstances that would render any particulars in the financial statements to be misleading or inaccurate.

We have been authorised by the Council and by the *Local Government (Planning and Reporting) Regulations 2014* to certify the financial statements in their final form.



Cr Kim O'Keeffe - Mayor
Councillor

Date : 18-September-2019
Shepparton



Cr Chris Hazelman
Councillor

Date : 18-September-2019
Shepparton



Peter Harriott
Chief Executive Officer

Date : 18-September-2019
Shepparton

Independent Auditor's Report

To the Councillors of Greater Shepparton City Council

Opinion I have audited the financial report of Greater Shepparton City Council (the council) which comprises the:

- balance sheet as at 30 June 2019
- 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.

In my opinion the financial report presents fairly, in all material respects, the financial position of the council as at 30 June 2019 and its financial performance and cash flows for the year then ended in accordance with the financial reporting requirements of Part 6 of the *Local Government Act 1989* and applicable Australian Accounting Standards.

Basis for Opinion I have conducted my audit in accordance with the *Audit Act 1994* which incorporates the Australian Auditing Standards. I further describe my responsibilities under that Act and those standards in the *Auditor's Responsibilities for the Audit of the Financial Report* 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 financial report 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.

Councillors' responsibilities for the financial report The Councillors of the council are responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards and the *Local Government Act 1989*, and for such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of a financial report that is free from material misstatement, whether due to fraud or error.

In preparing the financial report, the Councillors are responsible for assessing the council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless it is inappropriate to do so.

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 Councillors
- conclude on the appropriateness of the Councillors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the council's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the council to cease to continue as a going concern.
- evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

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

FINANCIAL STATEMENTS

FOR THE YEAR ENDING 30 JUNE 2019

Comprehensive Income Statement

	NOTE	2019 \$'000	2018 \$'000
INCOME			
Rates and charges	3.1	77,487	74,577
Statutory fees and fines	3.2	3,029	3,265
User fees	3.3	18,873	17,694
Grants - operating	3.4	25,418	23,412
Grants - capital	3.4	8,566	5,570
Contributions - monetary	3.5	5,026	5,269
Contributions - non-monetary	3.5	9,187	10,763
Other income	3.7	2,773	2,313
Total income		150,359	142,864
EXPENSES			
Employee costs	4.1	(49,917)	(46,905)
Materials and services	4.2	(46,743)	(44,619)
Depreciation	4.3	(26,182)	(24,068)
Bad and doubtful debts	4.4	(108)	(265)
Net gain / (loss) on disposal of property, infrastructure, plant and equipment	3.6	(830)	(825)
Borrowing costs	4.5	(1,009)	(1,142)
Share of net loss of associates and joint ventures	6.3	(65)	(54)
Other expenses	4.6	(653)	(1,192)
Total expenses		(125,507)	(119,071)
Surplus for the year		24,852	23,793
Other items of income and expense included in net result			
Net loss on revaluation of land under roads *		-	(150,980)
Surplus/(deficit) for the year		24,852	(127,187)
OTHER COMPREHENSIVE INCOME			
Items that will not be reclassified to surplus or deficit in future periods			
Net asset revaluation increment	9.1	-	116,979
Total comprehensive result		24,852	(10,207)

* 2018 net loss on revaluation of land under roads resulted from a change in methodology employed by Council's independent valuers in determining the discount factors applicable to urban, suburban and rural land under roads. Further details can be found in the 2017/18 Annual Report.

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

Balance Sheet

	NOTE	2019 \$'000	2018 \$'000
ASSETS			
<i>CURRENT ASSETS</i>			
Cash and cash equivalents	5.1	32,742	23,810
Trade and other receivables	5.1	7,721	8,976
Other financial assets	5.1	32,000	31,500
Inventories	5.2	107	120
Non-current assets classified as held for sale	6.1	55	248
Other assets	5.2	1,698	1,375
Total current assets		74,323	66,029
<i>NON-CURRENT ASSETS</i>			
Investments in associates, joint arrangements and subsidiaries	6.3	1,393	1,457
Property, infrastructure, plant and equipment	6.2	1,056,130	1,036,461
Total non-current assets		1,057,523	1,037,917
Total assets		1,131,846	1,103,947
LIABILITIES			
<i>CURRENT LIABILITIES</i>			
Trade and other payables	5.3	13,479	11,041
Trust funds and deposits	5.3	2,805	2,836
Provisions	5.5	9,762	9,221
Interest-bearing liabilities	5.4	1,429	1,362
Total current liabilities		27,475	24,460
<i>NON-CURRENT LIABILITIES</i>			
Provisions	5.5	8,572	7,108
Interest-bearing liabilities	5.4	15,641	17,074
Total non-current liabilities		24,213	24,182
Total liabilities		51,688	48,641
Net assets		1,080,158	1,055,306
EQUITY			
Accumulated surplus		417,272	392,420
Reserves	9.1	662,886	662,886
Total Equity		1,080,158	1,055,306

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

Statement of Changes in Equity

2019	NOTE	TOTAL \$'000	ACCUMULATED SURPLUS \$'000	REVALUATION RESERVES \$'000
Balance at beginning of the financial year		1,055,306	392,420	662,886
Surplus for the year		24,852	24,852	-
Balance at end of the financial year		1,080,158	417,272	662,886

2018	NOTE	TOTAL \$'000	ACCUMULATED SURPLUS \$'000	REVALUATION RESERVES \$'000
Balance at beginning of the financial year		1,065,514	519,607	545,907
Deficit for the year		(127,187)	(127,187)	-
Net asset revaluation increment/(decrement)	6.2	116,979	-	116,979
Balance at end of the financial year		1,055,306	392,420	662,886

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

Statement of Cash Flows

	NOTE	2019 INFLWS/ (OUTFLOWS) \$'000	2018 INFLWS/ (OUTFLOWS) \$'000
CASH FLOWS FROM OPERATING ACTIVITIES			
Rates and charges		77,556	72,384
Statutory fees and fines		2,575	3,265
User fees		18,873	17,330
Grants - operating		25,418	23,412
Grants - capital		8,566	5,570
Contributions - monetary		5,026	5,269
Interest received		1,136	812
Trust funds and deposits taken / (repaid)		(31)	120
Other receipts		3,483	1,502
Net GST Refund/(Payment)		(579)	1,169
Employee costs		(48,839)	(46,359)
Materials and services		(43,714)	(40,466)
Net cash provided by operating activities	9.2	49,470	44,006
CASH FLOWS FROM INVESTING ACTIVITIES			
Payments for property, infrastructure, plant and equipment	6.2	(38,203)	(29,122)
Proceeds from sale of property, infrastructure, plant and equipment		481	563
Payments for investments		(500)	(14,500)
Net cash used in investing activities		(38,222)	(43,059)
CASH FLOWS FROM FINANCING ACTIVITIES			
Finance costs		(950)	(1,142)
Repayment of borrowings		(1,366)	(1,299)
Net cash used in financing activities		(2,316)	(2,441)
Net increase/(decrease) in cash and cash equivalents		8,932	(1,494)
Cash and cash equivalents at the beginning of the financial year		23,810	25,303
Cash and cash equivalents at the end of the financial year		32,742	23,810
Financing arrangements	5.6		
Restrictions on cash assets	5.1		

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

Statement of Capital Works

	NOTE	2019 \$'000	2018 \$'000
PROPERTY			
Land		468	-
Land improvements		905	585
Buildings		5,220	4,877
Total property		6,593	5,463
PLANT AND EQUIPMENT			
Plant, machinery and equipment		3,096	1,111
Fixtures, fittings and furniture		332	717
Computers and telecommunications		1,139	307
Total plant and equipment		4,567	2,135
INFRASTRUCTURE			
Roads		12,846	12,831
Bridges		662	389
Footpaths and cycleways		843	603
Drainage		343	265
Recreational, leisure and community facilities		2,133	4,260
Waste management		8,975	2,831
Parks, open space and streetscapes		1,427	856
Aerodromes		36	369
Off street car parks		69	46
Other infrastructure		265	-
Total infrastructure		27,599	22,448
Total capital works expenditure		38,759	30,046
REPRESENTED BY:			
New asset expenditure		6,282	8,270
Asset renewal expenditure		26,405	18,355
Asset expansion expenditure		1,349	156
Asset upgrade expenditure		4,723	3,265
Total capital works expenditure		38,759	30,046

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

NOTES TO THE FINANCIAL REPORT

FOR THE YEAR ENDING 30 JUNE 2019

The Greater Shepparton City Council was established by an Order of the Governor in Council on 17 November 1994 and is a body corporate. The Council's main office is located at 90 Welsford Street, Shepparton.

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 1989*, and the *Local Government (Planning and Reporting) Regulations 2014*.

Significant accounting policies

(a) Basis of accounting

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

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 6.2)
- the determination of depreciation for buildings, infrastructure, plant and equipment (refer to Note 6.2)
- the determination of employee provisions (refer to Note 5.5)
- the determination of landfill provisions (refer to Note 5.5)

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.

Note 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 2014* requires explanation of any material variances. Council has adopted a materiality threshold of 10 percent and \$100,000 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.

The budget figures detailed below are those adopted by Council on 19 June 2018. The Budget was based on assumptions that were relevant at the time of adoption. Council sets guidelines and parameters for income and expense targets in this budget in order to meet Council's planning and financial performance targets for both the short and long-term. The budget did not reflect any changes to equity resulting from asset revaluations, as their impacts were not considered predictable.

These notes are prepared to meet the requirements of the *Local Government Act 1989* and the *Local Government (Planning and Reporting) Regulations 2014*.

1.1 INCOME AND EXPENDITURE	BUDGET 2019 \$'000	ACTUAL 2019 \$'000	VARIANCE 2019 \$'000	VARIANCE 2019 %	REF
INCOME					
Rates and charges	77,427	77,487	60	0.1%	
Statutory fees and fines	3,395	3,029	(366)	(10.8%)	1
User fees	18,748	18,873	125	0.7%	
Grants - operating	17,602	25,418	7,816	44.4%	2
Grants - capital	8,700	8,566	(134)	(1.5%)	
Contributions - monetary	2,269	5,026	2,757	121.5%	3
Contributions - non monetary	13,842	9,187	(4,655)	(33.6%)	4
Net loss on disposal of property, infrastructure, plant and equipment	(150)	(830)	(680)	453.3%	5
Share of net losses of associates and joint ventures	-	(65)	(65)	0.0%	
Other income	1,992	2,773	781	39.2%	6
Total income	143,825	149,464	5,639	3.9%	
EXPENSES					
Employee costs	49,543	49,917	(374)	(0.8%)	
Materials and services	49,746	46,743	3,003	6.0%	7
Depreciation and amortisation	23,603	26,182	(2,579)	(10.9%)	8
Bad and doubtful debts	174	108	66	37.9%	
Borrowing costs	1,002	1,009	(7)	(0.7%)	
Other expenses	587	653	(66)	(11.2%)	
Total expenses	124,655	124,612	43	(0.0%)	
Surplus/(deficit) for the year	19,170	24,852	5,682	29.6%	

(i) Explanation of material variations

VARIANCE REF	ITEM	EXPLANATION
1	Statutory Fees and Fines	Less than budget by \$366,000 due to lower valued Building (\$129,000) and Planning (\$247,000) permits issued.
2	Grants - Operating	More than budget by \$7.82 million largely due to the early receipt of 50% of the 2019/2020 Federal Financial Assistance Grant Funding allocation (\$6.57million)
3	Contributions - monetary	More than budget by \$2.76 million due to increased contributions for projects including Karibok Park retardation basin and recreational areas (\$1.82 million). Also due to increased developer contributions for Recreational Land Fund, Cash in Lieu of Car Parks, and estate developments (\$573,000).
4	Contributions - Non monetary	Less than budget by \$4.66 million largely due to the timing of asset contributions from developers which are often difficult to predict. Largest variances relate to Grammar Park Gardens stages 5 & 6 (\$1.61 million), Tatura Waters stage 1 (\$1.58 million) and Woodlands stage 2 (\$689,000).
5	Net loss on disposal of property, infrastructure, plant and equipment	More than budget by \$680,000 largely due to the write down of assets removed (\$771,000) offset by additional sales of plant items due to prior year replacement delays (\$91,000).
6	Other income	More than budget by \$781,000 largely due to additional interest income (\$672,000) from a higher level of investment and Solar Panel rebates (\$77,000).
7	Materials and services	Less than budget by \$3.0 million largely due to operational savings in Waste Operations including kerbside organics contract payments (\$1.01 million), and savings in road and drainage maintenance (\$550,000).
8	Depreciation	More than budget by \$2.58 million due to asset revaluations in 2017/2018 which resulted in an increase in asset values.

1.2 CAPITAL WORKS	BUDGET 2019 \$'000	ACTUAL 2019 \$'000	VARIANCE 2019 \$'000	VARIANCE 2019 %	REF
PROPERTY					
Land	649	468	(181)	(27.9%)	1
Land improvements	1,206	905	(301)	(25.0%)	2
Buildings	9,929	5,220	(4,709)	(47.4%)	3
Total property	11,784	6,593	(5,191)	(44.1%)	
Plant, machinery and equipment	2,795	3,096	301	10.8%	4
Fixtures, fittings and furniture	349	332	(17)	(4.9%)	
Computers and telecommunications	1,405	1,139	(266)	(18.9%)	5
Total plant and equipment	4,549	4,567	18	0.4%	
INFRASTRUCTURE					
Roads	16,219	12,846	(3,373)	(20.8%)	6
Bridges	450	662	212	47.1%	7
Footpaths and cycleways	1,641	843	(798)	(48.6%)	8
Drainage	1,076	343	(733)	(68.1%)	9
Recreational, leisure and community facilities	1,624	2,133	509	31.3%	10
Waste management	5,510	8,975	3,465	62.9%	11
Parks, open space and streetscapes	1,646	1,427	(219)	(13.3%)	12
Aerodromes	399	36	(363)	(91.0%)	13
Off street car parks	65	69	4	6.2%	
Other infrastructure	392	265	(127)	(32.4%)	14
Total infrastructure	29,023	27,599	(1,424)	(4.9%)	
Project Management Office	1,000	-	(1,000)	(100.0%)	15
Total capital works expenditure	46,356	38,759	(7,597)	(16.4%)	
REPRESENTED BY:					
New asset expenditure	12,014	6,282	(5,732)	(47.7%)	
Asset renewal expenditure	23,385	26,405	3,020	12.9%	
Asset expansion expenditure	8,362	1,349	(7,013)	(83.9%)	
Asset upgrade expenditure	2,595	4,723	2,128	82.0%	
Total capital works expenditure	46,356	38,759	(7,597)	(16.4%)	

(i) Explanation of material variations

VARIANCE	ITEM	EXPLANATION
1	Land	Less than budget by \$181,000 largely due to deferral of land acquisition in North Growth Corridor structure plan (\$605,000) partially offset by the acquisition of land for the Southdown Precinct structure plan (\$430,000).
2	Land Improvements	Less than budget by \$301,000 largely due to a reduction in scope for the Saleyards Trade Waste Treatment project (\$353,000).
3	Buildings	Less than budget by \$4.71 million mainly due to the carry forward of New Shepparton Art Museum construction works into future financial years (\$4.31 million).
4	Plant, Machinery and Equipment	More than budget by \$301,000 largely due to the carry forward of renewal of large plant items from prior year (2017/2018) into 2018/2019 (\$292,000).
5	Computers and Telecommunications	Less than budget by \$266,000 largely due to the carry forward of the Primary Compute and Storage Refresh project (\$78,000) and the Uninterrupted Power Supply project (\$75,000) into future financial years.
6	Roads	Less than budget by \$3.37 million mainly due to the carry forward of Maude Street Upgrade - High Street to Ashenden Street (\$1.78 million) and Balaclava Verney Dookie Road Intersection (\$1.15 million) projects into 2019/2020.
7	Bridges	More than budget by \$212,000 mainly due to additional works on Toolamba Bridge as per Fixing Country Roads Grant funding.
8	Footpaths and Cycleways	Less than budget by \$798,000 largely due to the carry forward of Dookie Rail Trail - Stage 2 works (\$531,000) and Shared Path Extension Riverconnect Routes 3 and 5 (\$216,000) into 2019/2020.
9	Drainage	Less than budget by \$733,000 mainly due to the carry forward of North Growth Corridor structure plan drainage works (\$401,000) and Marlboro Precinct structure plan drainage works (\$236,000) into 2019/2020.
10	Recreational, Leisure and Community Facilities	More than budget by \$509,000 due to the Central Park Netball Court Upgrade as per funding from Sports Victoria's Country Football Netball Program (\$338,000) and remaining works at the Greater Shepparton Regional Sports Precinct as per the Federal funding agreement (\$165,000).
11	Waste Management	More than budget by \$3.47 million mainly due to the carry forward of Cosgrove Landfill 3 Cell 1 Construction works from 2017/2018 into 2018/2019 (\$3.7 million).
12	Parks, open space and streetscapes	Less than budget by \$219,000 largely due to delays on upgrade works to Kialla Park Recreation Reserve caused by wet weather.
13	Aerodromes	Less than budget by \$363,000 largely due to the carry forward of Shepparton Aerodrome Plane Parking Area CASA Compliance works into 2019/2020 (\$377,000).
14	Other Infrastructure	Less than budget by \$127,000 largely due to unspent contingency on the Installation of Solar Panels on Council Buildings project.
15	Project Management Office	Less than budget by \$1.0 million due to Project Management Office costs, incurred solely in the management of Council's capital works being allocated to the various capital projects during the financial year.

Note 2 – Results by program

Note 2.1 Analysis of Council results by program

Council delivers its functions and activities through the following Directorates.

Community

The Community Directorate includes services for Community, Children & Youth, Active Living, Performing Arts, Shepparton Art Museum, Library and Emergency Management.

Corporate Services

The Corporate Services Directorate includes Finance, Rates & Valuations, Information and Communication Technology, Marketing and Communications, People and Development, Citizen Services and Corporate Governance.

Infrastructure

The Infrastructure Directorate services includes Works and Waste, Projects, Parks, Sport and Recreation and managing Strategic Assets.

Sustainable Development

The Sustainable Development Directorate provides Building and Planning, Environment and Economic Development services.

Analysis of Council results by program

SUMMARY OF REVENUES, EXPENSES, ASSETS AND CAPITAL EXPENSES BY PROGRAM	INCOME \$0'000	EXPENSES \$0'000	SURPLUS/ (DEFICIT) \$0'000	GRANTS INCLUDED IN INCOME \$0'000	TOTAL ASSETS \$0'000
2019					
Community	20,059	(29,248)	(9,189)	11,451	1,393
Corporate Services	91,572	(44,623)	46,949	9,941	74,323
Infrastructure	35,103	(40,577)	(5,474)	11,994	1,056,130
Sustainable Development	3,625	(11,059)	(7,434)	598	-
	150,359	(125,507)	24,852	33,984	1,131,846
2018					
Community	19,600	(28,720)	(9,120)	10,448	1,457
Corporate Services	90,329	(39,248)	51,081	9,399	65,660
Infrastructure *	29,509	(191,293)	(161,784)	8,798	1,036,830
Sustainable Development	3,426	(10,790)	(7,364)	338	-
	142,864	(270,051)	(127,187)	28,983	1,103,947

* 2018 Infrastructure expenses includes net loss on revaluation of land under roads (\$150.98m)

Note 3 – Funding for the delivery of our services

3.1 RATES AND CHARGES	2019 \$'000	2018 \$'000
General rates	60,739	56,330
Municipal charge	5,890	7,820
Waste management charge	9,753	9,428
Supplementary rates and rate adjustments	868	813
Interest on rates and charges	237	186
Total rates and charges	77,487	74,577

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 market value, which takes into account the land and all improvements fixed to the land. The valuation base used to calculate general rates for 2018/19 was \$10.228 billion (2017/18 \$9.587 billion).

The date of the latest general revaluation of land for rating purposes within the municipal district was 1 January 2018 and the valuation was first applied in the rating year commencing 1 July 2018. General revaluations will occur annually from 2018/19 financial year.

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

3.2 STATUTORY FEES AND FINES	2019 \$'000	2018 \$'000
Infringements and costs	1,302	1,405
Town planning fees	518	638
Land information certificates	64	63
Permits	1,143	1,129
Other	2	30
Total statutory fees and fines	3,029	3,265

Statutory fees and fines (including parking 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 first occurs.

3.3 USER FEES	2019 \$'000	2018 \$'000
Aged and Disability services	748	649
Animal Control	170	98
Aquatic Facilities	3,543	3,564
Arts and Culture	128	121
Children's Services	1,856	2,290
Development Facilities	741	356
Environmental Health	8	20
Financial Services	346	536
Parking	1,188	1,259
Recreation Facilities	1,042	1,313
Saleyards	1,747	1,283
Tourism	1,029	1,102
Waste Management services	5,340	4,490
Other	987	613
Total user fees	18,873	17,694

User fees are recognised as revenue when the service has been provided or council has otherwise earned the income.

3.4 FUNDING FROM OTHER LEVELS OF GOVERNMENT	2019 \$'000	2018 \$'000
Grants were received in respect of the following:		
SUMMARY OF GRANTS		
Commonwealth funded grants	18,774	20,784
State funded grants	15,210	8,198
Total grants received	33,984	28,982

3.4 FUNDING FROM OTHER LEVELS OF GOVERNMENT	2019 \$'000	2018 \$'000
(A) OPERATING GRANTS		
<i>RECURRENT - COMMONWEALTH GOVERNMENT</i>		
Federal Financial Assistance Grants	9,682	9,335
People and Development	-	3
Active Living	-	5
Children's and Youth services	3,176	2,292
Neighbourhoods	2,464	2,355
Projects	3,159	3,065
Environmental Health	7	6
<i>RECURRENT - STATE GOVERNMENT</i>		
Neighbourhoods	996	1,535
Children's and Youth services	4,025	3,552
Environmental Health	181	97
Arts and Culture	220	120
Emergency Management	120	120
Economic Development	3	3
Saleyards	-	6
Citizen Services	145	-
Total recurrent operating grants	24,178	22,494
<i>NON-RECURRENT - COMMONWEALTH GOVERNMENT</i>		
Children's and Youth services	10	-
Saleyards	94	-
Works and Waste	8	-
<i>NON-RECURRENT - STATE GOVERNMENT</i>		
Children's and Youth services	60	123
Arts and Culture	222	146
Neighbourhoods	105	169
Active Living	53	30
Environment	7	114
Finance and Rates	110	62
Economic Development	273	89
Planning and Building	127	-
Infrastructure	-	29
Recreation and Parks	96	90
Works and Waste	70	66
Citizen Services	5	-
Total non-recurrent operating grants	1,240	918
Total operating grants	25,418	23,412

3.4 FUNDING FROM OTHER LEVELS OF GOVERNMENT	2019 \$'000	2018 \$'000
(B) CAPITAL GRANTS		
<i>RECURRENT - COMMONWEALTH GOVERNMENT</i>		
Roads to recovery	-	2,958
Total recurrent capital grants	-	2,958
<i>NON-RECURRENT - COMMONWEALTH GOVERNMENT</i>		
Projects	174	-
Infrastructure	-	16
Recreation and Parks	-	749
<i>NON-RECURRENT - STATE GOVERNMENT</i>		
Arts and Culture	4,500	-
Projects	3,628	-
Infrastructure	-	231
Recreation and Parks	264	198
Buildings	-	1,238
Plant, machinery and equipment	-	180
Total non-recurrent capital grants	8,566	2,612
Total capital grants	8,566	5,570
(C) UNSPENT GRANTS RECEIVED ON CONDITION THAT THEY BE SPENT IN A SPECIFIC MANNER		
Balance at start of year	6,837	8,245
Received during the financial year and remained unspent at balance date	8,739	6,577
Received in prior years and spent during the financial year	(6,704)	(7,985)
Balance at year end	8,872	6,837

Grant income is recognised when Council obtains control of the contribution. Control is normally obtained upon receipt (or acquittal).

3.5 CONTRIBUTIONS	2019 \$'000	2018 \$'000
Monetary	5,026	5,269
Non-monetary	9,187	10,763
Total contributions	14,213	16,033
<i>Contributions of non monetary assets were received in relation to the following asset classes.</i>		
Land	228	1,332
Roads	4,336	4,799
Other infrastructure	4,623	4,632
Total non-monetary contributions	9,187	10,763

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

3.6 NET GAIN/(LOSS) ON DISPOSAL OF PROPERTY, INFRASTRUCTURE, PLANT AND EQUIPMENT	2019 \$'000	2018 \$'000
Proceeds of sale	481	563
Written down value of assets disposed	(1,311)	(1,388)
Total net gain/(loss) on disposal of property, infrastructure, plant and equipment	(830)	(825)

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

3.7 OTHER INCOME	2019 \$'000	2018 \$'000
Interest	1,252	812
Rent	431	418
Other	1,090	1,083
Total other income	2,773	2,313

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.

Note 4 – The cost of delivering services

4.1	2019 \$'000	2018 \$'000
(A) EMPLOYEE COSTS		
Wages and salaries	44,578	41,628
WorkCover	733	593
Superannuation	4,398	4,493
Fringe benefits tax	209	191
Total employee costs	49,917	46,905
(B) SUPERANNUATION		
Council made contributions to the following funds:		
<i>DEFINED BENEFIT FUND</i>		
Employer contributions to Local Authorities Superannuation Fund (Vision Super)	137	141
Employer contributions - other funds	10	10
	147	151
Employer contributions payable at reporting date.	-	-
<i>ACCUMULATION FUNDS</i>		
Employer contributions to Local Authorities Superannuation Fund (Vision Super)	2,742	2,970
Employer contributions - other funds	1,509	1,372
	4,251	4,342
Employer contributions payable at reporting date.	133	-

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

4.2 MATERIALS AND SERVICES	2019 \$'000	2018 \$'000
Utilities	2,907	2,537
Training and Development	610	490
Information Technology	2,092	1,878
Building Maintenance	1,725	1,562
Motor Vehicle Expenses	1,807	1,298
General Maintenance	3,769	4,160
Insurance	803	954
Waste Management	9,997	7,774
Advertising and Marketing	1,546	1,588
Consultants	1,627	1,334
EPA Levy	1,486	956
Legal Fees	1,290	1,246
Sponsorships & Contributions	3,433	2,794
Non Council Asset Works	1,880	2,749
Operational Supplies and Services	11,771	13,299
Total materials and services	46,743	44,619

4.3 DEPRECIATION	2019 \$'000	2018 \$'000
Property	1,952	1,811
Plant and equipment	2,239	2,268
Infrastructure	21,991	19,988
Total depreciation	26,182	24,068

Refer to note 6.2 for a more detailed breakdown of depreciation charges and accounting policy.

4.4 BAD AND DOUBTFUL DEBTS	2019 \$'000	2018 \$'000
Parking fine debtors	105	243
Rates debtors	-	5
Other debtors	3	17
Total bad and doubtful debts	108	265

MOVEMENT IN PROVISIONS FOR DOUBTFUL DEBTS

Balance at the beginning of the year	(277)	(116)
New provisions recognised during the year	(105)	(426)
Amounts already provided for and written off as uncollectible	85	265
Adjustment due to recalculation in line with AASB 9	12	-
Balance at end of year	(285)	(277)

Provision for doubtful debt is recognised based on an expected credit loss model. This model considers both historic and forward looking information in determining the level of impairment.

4.5 BORROWING COSTS	2019 \$'000	2018 \$'000
Interest - Borrowings	1,009	1,142
Total borrowing costs	1,009	1,142

Borrowing costs are recognised as an expense in the period in which they are incurred, except where they are capitalised as part of a qualifying asset constructed by Council.

4.6 OTHER EXPENSES	2019 \$'000	2018 \$'000
Auditors' remuneration - VAGO - audit of the financial statements, performance statement and grant acquittals	46	68
Auditors' remuneration - Internal	93	24
Councillors' allowances	310	304
Operating lease rentals	204	42
Write down of intangible assets	-	754
Total other expenses	653	1,192

Note 5 – Our financial position

5.1 FINANCIAL ASSETS	2019 \$'000	2018 \$'000
(A) CASH AND CASH EQUIVALENTS		
Cash on hand	10	10
Cash at bank	6,232	7,300
Term deposits	26,500	16,500
Total cash and cash equivalents	32,742	23,810
(B) OTHER FINANCIAL ASSETS		
Term deposits - current	32,000	31,500
Total other financial assets	32,000	31,500
Total financial assets	64,742	55,310

Councils cash and cash equivalents are subject to external restrictions that limit amounts available for discretionary use. These include:

- Trust funds and deposits (Note 5.3)	2,805	2,836
- Funds held on a statutory basis	2,360	2,360
Total restricted funds	5,165	5,196
Total unrestricted cash and cash equivalents	27,577	18,613

INTENDED ALLOCATIONS

Although not externally restricted the following amounts have been allocated for specific future purposes by Council:

- Cash held to fund carried forward capital works	5,516	5,524
- Conditional grants unspent (Note 3.4(c))	8,872	6,837
Total funds subject to intended allocations	14,388	12,361

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

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.

5.1 FINANCIAL ASSETS	2019 \$'000	2018 \$'000
(C) TRADE AND OTHER RECEIVABLES		
CURRENT		
<i>STATUTORY RECEIVABLES</i>		
Rates debtors	2,666	2,735
Infringement debtors	1,400	1,034
Provision for doubtful debts - infringements	(267)	(247)
Net GST receivable	1,748	1,169
<i>NON STATUTORY RECEIVABLES</i>		
Other debtors	2,192	4,315
Provision for doubtful debts - other debtors	(18)	(30)
Total trade and other receivables	7,721	8,976

Short term receivables are carried at invoice amount. 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 and other receivables (excluding statutory receivables) was:

Current (not yet due)	1,906	1,229
Past due by up to 30 days	153	2,034
Past due between 31 and 60 days	34	96
Past due between 61 and 90 days	17	237
Past due by more than 91 days	82	719
Total trade and other receivables	2,192	4,315

(E) PROVISION FOR DOUBTFUL DEBTS

At balance date, other debtors included sundry debtors with a nominal value of \$2,192,238 (2018: \$4,339,987). In determining the value of the provision for doubtful debts required, an expected credit loss model was used, incorporating a combination of historical trends, knowledge of individual issues and forward-looking expected losses. The amount of the provision raised against these debtors was \$18,085 (2018: \$30,000). Many of the long outstanding past due amounts have been lodged with Council's debt collectors or are on payment arrangements.

5.2 NON-FINANCIAL ASSETS	2019 \$'000	2018 \$'000
(A) INVENTORIES		
Inventories held for distribution	107	120
Total inventories	107	120
Inventories held for distribution are measured at cost, adjusted when applicable for any loss of service potential.		
(B) OTHER ASSETS		
Prepaid Expenses	899	677
Accrued income	798	697
Other	1	1
Total other assets	1,698	1,375

5.3 PAYABLES	2019 \$'000	2018 \$'000
(A) TRADE AND OTHER PAYABLES		
Trade payables	2,240	1,833
Prepaid income	142	306
Accrued expenses	8,961	8,665
Other payables	2,136	237
Total trade and other payables	13,479	11,041
(B) TRUST FUNDS AND DEPOSITS		
Refundable deposits	2,147	2,127
Fire services levy	257	314
Retention amounts	401	395
Total trust funds and deposits	2,805	2,836

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

Purpose and nature of items

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

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

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

5.4 INTEREST-BEARING LIABILITIES	2019 \$'000	2018 \$'000
CURRENT		
Borrowings - secured	1,429	1,362
	1,429	1,362
NON-CURRENT		
Borrowings - secured	15,641	17,074
	15,641	17,074
Total	17,070	18,436
Borrowings are secured by general rates as per <i>Local Government Act - Section 148 (1)(a)</i> .		
The maturity profile for Council's borrowings is:		
Not later than one year	1,429	1,362
Later than one year and not later than five years	6,484	6,170
Later than five years	9,157	10,904
	17,070	18,436

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 is 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.

5.5 PROVISIONS	EMPLOYEE \$'000	LANDFILL RESTORATION \$'000	TOTAL \$'000
2019			
Balance at beginning of the financial year	10,192	6,137	16,329
Additional provisions	4,620	1,631	6,251
Amounts used	(4,102)	(556)	(4,658)
Change in the discounted amount arising because of time and the effect of any change in the discount rate	412	(1)	411
Balance at the end of the financial year	11,123	7,211	18,334
2018			
Balance at beginning of the financial year	10,520	6,694	17,214
Additional provisions	3,874	857	4,731
Amounts used	(4,189)	(929)	(5,118)
Change in the discounted amount arising because of time and the effect of any change in the discount rate	(13)	(485)	(498)
Balance at the end of the financial year	10,192	6,137	16,329

5.5 PROVISIONS	2019 \$'000	2018 \$'000
(A) EMPLOYEE PROVISIONS		
<i>CURRENT PROVISIONS EXPECTED TO BE WHOLLY SETTLED WITHIN 12 MONTHS</i>		
Annual leave	2,784	2,675
Long service leave	957	725
	3,741	3,400
<i>CURRENT PROVISIONS EXPECTED TO BE WHOLLY SETTLED AFTER 12 MONTHS</i>		
Annual leave	689	727
Long service leave	5,252	4,794
	5,941	5,521
Total current employee provisions	9,682	8,921
<i>NON-CURRENT</i>		
Long service leave	1,441	1,271
Total non-current employee provisions	1,441	1,271
<i>AGGREGATE CARRYING AMOUNT OF EMPLOYEE PROVISIONS:</i>		
Current	9,682	8,921
Non-current	1,441	1,271
Total aggregate carrying amount of employee provisions	11,123	10,192

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

Wages and salaries and annual leave

Liabilities for annual leave and accumulated sick leave expected to be wholly settled within 12 months of the reporting date are recognised in the provision for employee benefits in respect of employee services up to the reporting date, classified as current liabilities and measured at their nominal values.

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. LSL is measured at present value. Unconditional LSL is disclosed as a current liability. 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.

5.5 PROVISIONS	2019 \$'000	2018 \$'000
Key assumptions:		
- discount rate	1.34%	2.65%
- index rate	1.50%	1.50%

5.5 PROVISIONS	2019 \$'000	2018 \$'000
(B) LANDFILL RESTORATION		
Current	80	300
Non-current	7,131	5,837
	7,211	6,137

Council is obligated to restore the Cosgrove 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.

Key assumptions:

- discount rate	0.96% - 1.92%	1.91% - 2.69%
- index rate	1.30%	2.10%
- estimated cost to rehabilitate	7,452	6,558

5.6 FINANCING ARRANGEMENTS	2019 \$'000	2019 \$'000
The Council has the following funding arrangements in place as at 30 June 2019:		
Bank guarantees	200	200
Credit card facilities	100	100
Interest bearing loans	17,070	18,436
Total facilities	17,370	18,736
<i>USED FACILITIES</i>		
Bank guarantees	30	199
Credit card facilities	20	24
Interest bearing loans	17,070	18,436
Total used facilities	17,120	18,659
Unused facilities	250	77

5.7 COMMITMENTS	NOT LATER THAN 1 YEAR \$'000	LATER THAN 1 YEAR AND NOT LATER THAN 2 YEARS \$'000	LATER THAN 2 YEARS AND NOT LATER THAN 5 YEARS \$'000	LATER THAN 5 YEARS \$'000	TOTAL \$'000
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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.

2019					
<i>OPERATING</i>					
Kerbside collection and disposal	5,594	5,594	12,282	-	23,470
Open space management	374	387	817	-	1,578
Services	1,903	1,496	1,652	-	5,051
Home care services	268	-	-	-	268
Cleaning contracts for council buildings	476	488	-	-	964
Total	8,615	7,965	14,751	-	31,331
<i>CAPITAL</i>					
Buildings	36,252	8,067	-	-	44,319
Roads	3,784	-	-	-	3,784
Waste	70	-	-	-	70
Other	201	98	304	-	603
Total	40,307	8,165	304	-	48,776
2018					
<i>OPERATING</i>					
Kerbside collection and disposal	4,764	4,852	14,407	-	24,023
Open space management	500	-	-	-	500
Services	2,743	1,632	1,629	254	6,259
Home care services	2,016	-	-	-	2,016
Cleaning contracts for council buildings	380	-	-	-	380
Meals for delivery	412	-	-	-	412
Total	10,815	6,484	16,036	254	33,590
<i>CAPITAL</i>					
Buildings	1,548	67	20	-	1,634
Roads	24	-	-	-	24
Drainage	111	-	-	-	111
Waste Management	4,178	-	-	-	4,178
Other	20	-	-	-	20
Total	5,880	67	20	-	5,966

5.7 COMMITMENTS	2019 \$'000	2018 \$'000
<i>OPERATING LEASE COMMITMENTS</i>		
At the reporting date, the Council had the following obligations under non-cancellable operating leases for the lease of equipment and land and buildings for use within Council's activities (these obligations are not recognised as liabilities):		
Not later than one year	419	579
Later than one year and not later than five years	466	912
	885	1,491

Lease payments for operating leases are required by the accounting standard to be recognised on a straight line basis, rather than expensed in the years in which they are incurred.

Note 6 – Assets we manage

6.1 NON CURRENT ASSETS CLASSIFIED AS HELD FOR SALE	2019 \$'000	2019 \$'000
Cost of acquisition	55	248
Total non current assets classified as held for sale	55	248

Non-current assets classified as held for sale (including disposal groups) are measured at the lower of its carrying amount and fair value less costs of disposal, and are not subject to depreciation. Non-current assets, disposal groups and related liabilities and assets are treated as current and classified as held for sale if their carrying amount will be recovered through a sale transaction rather than through continuing use. This condition is regarded as met only when the sale is highly probable and the asset's sale (or disposal group sale) is expected to be completed within 12 months from the date of classification.

6.2 PROPERTY, INFRASTRUCTURE, PLANT AND EQUIPMENT

SUMMARY OF PROPERTY, INFRASTRUCTURE, PLANT AND EQUIPMENT

	AT FAIR VALUE 30 JUNE 2018 \$'000	ADDITIONS \$'000	CONTRIBUTIONS \$'000	REVALUATION \$'000	DEPRECIATION \$'000	DISPOSAL \$'000	WRITE-OFF \$'000	TRANSFERS \$'000	AT FAIR VALUE 30 JUNE 2019 \$'000
Property	77,779	417	175	-	(198)	(38)	-	636	78,771
Buildings	75,217	445	53	-	(1,754)	(171)	-	560	74,350
Plant and equipment	29,086	3,206	-	-	(2,239)	(245)	-	458	30,266
Infrastructure	828,255	10,479	8,959	-	(21,991)	(857)	-	5,071	829,916
Work in progress	26,125	23,656	-	-	-	-	(421)	(6,532)	42,828
Total	1,036,461	38,203	9,187	-	(26,182)	(1,311)	(421)	193	1,056,130

6.2 PROPERTY, INFRASTRUCTURE, PLANT AND EQUIPMENT

SUMMARY OF WORK IN PROGRESS

	OPENING WIP \$'000	ADDITIONS \$'000	WRITE-OFF \$'000	TRANSFERS \$'000	CLOSING WIP \$'000
Property	4,193	5,010	(108)	(1,086)	8,009
Plant and equipment	472	1,205	(15)	(457)	1,205
Infrastructure	21,460	17,441	(298)	(4,989)	33,614
Total	26,125	23,656	(421)	(6,532)	42,828

6.2

(A) PROPERTY

	LAND - SPECIALISED \$'000	LAND - NON SPECIALISED \$'000	LAND IMPROVEMENTS \$'000	TOTAL LAND & LAND IMPROVEMENTS \$'000	HERITAGE BUILDINGS \$'000	BUILDINGS - SPECIALISED \$'000	TOTAL BUILDINGS \$'000	WORK IN PROGRESS \$'000	TOTAL PROPERTY \$'000
At fair value 1 July 2018	26,414	44,069	8,158	78,641	34,907	88,922	123,829	4,193	206,663
Accumulated depreciation at 1 July 2018	-	-	(862)	(862)	(13,542)	(35,070)	(48,612)	-	(49,474)
	26,414	44,069	7,297	77,779	21,365	53,852	75,217	4,193	157,189
<i>MOVEMENTS IN FAIR VALUE</i>									
Additions	-	40	377	417	26	419	445	5,010	5,872
Contributions	107	-	68	175	-	53	53	-	228
Disposal	-	(35)	(7)	(42)	-	(739)	(738)	-	(780)
Write-off	-	-	-	-	-	-	-	(108)	(108)
Transfers	-	111	(1)	110	-	-	-	-	110
Transfers - WIP	-	260	266	526	55	505	560	(1,086)	-
	107	376	703	1,186	81	239	320	3,816	5,322
<i>MOVEMENTS IN ACCUMULATED DEPRECIATION</i>									
Depreciation	-	-	(198)	(198)	(532)	(1,222)	(1,754)	-	(1,952)
Accumulated depreciation of disposals	-	-	3	3	-	568	568	-	571
	-	-	(195)	(195)	(532)	(654)	(1,186)	-	(1,381)
At fair value 30 June 2019	26,521	44,445	8,861	79,827	34,988	89,161	124,149	8,009	211,985
Accumulated depreciation at 30 June 2019	-	-	(1,057)	(1,057)	(14,074)	(35,724)	(49,798)	-	(50,855)
	26,521	44,445	7,805	78,770	20,914	53,437	74,351	8,009	161,130

6.2

(B) PLANT AND EQUIPMENT

	PLANT MACHINERY AND EQUIPMENT \$'000	FIXTURES FITTINGS AND FURNITURE \$'000	COMPUTERS AND TELECOMMS \$'000	WORK IN PROGRESS \$'000	TOTAL PLANT AND EQUIPMENT \$'000
At fair value 1 July 2018	14,730	25,008	7,352	472	47,562
Accumulated depreciation at 1 July 2018	(7,949)	(4,608)	(5,448)	-	(18,005)
	6,781	20,400	1,904	472	29,557
<i>MOVEMENTS IN FAIR VALUE</i>					
Additions	3,085	91	29	1,205	4,410
Disposal	(1,384)	(80)	-	-	(1,464)
Write-off	-	-	-	(14)	(14)
Transfers - WIP	262	131	63	(456)	-
	1,963	142	92	735	2,932
<i>MOVEMENTS IN ACCUMULATED DEPRECIATION</i>					
Depreciation	(1,496)	(282)	(461)	-	(2,239)
Accumulated depreciation of disposals	1,153	66	-	-	1,219
	(343)	(216)	(461)	-	(1,020)
At fair value 30 June 2019	16,693	25,150	7,444	1,207	50,494
Accumulated depreciation at 30 June 2019	(8,292)	(4,824)	(5,909)	-	(19,025)
	8,401	20,326	1,535	1,207	31,469

6.2

(C) INFRASTRUCTURE

	ROADS \$'000	BRIDGES \$'000	FOOTPATHS AND CYCLEWAYS \$'000	DRAINAGE \$'000	RECREATIONAL, LEISURE AND COMMUNITY \$'000	WASTE MANAGEMENT \$'000	PARKS OPEN SPACES AND STREETSCAPES \$'000	AERODROMES \$'000	OFF STREET CAR PARKS \$'000	OTHER INFRASTRUCTURE \$'000	WORK IN PROGRESS \$'000	TOTAL INFRASTRUCTURE \$'000
At fair value 1 July 2018	632,790	22,775	75,766	177,561	146,268	9,413	51,479	8,318	12,320	12,865	21,460	1,171,015
Accumulated depreciation at 1 July 2018	(161,941)	(8,465)	(21,828)	(61,186)	(52,520)	(3,043)	(6,062)	(276)	(1,178)	(4,803)	-	(321,300)
	470,849	14,310	53,939	116,375	93,748	6,370	45,418	8,043	11,141	8,063	21,460	849,715
<i>MOVEMENTS IN FAIR VALUE</i>												
Additions	8,785	-	193	32	838	-	543	13	-	74	17,443	27,921
Contributions	4,336	-	1,428	2,743	-	-	392	-	-	60	-	8,959
Disposal	(113)	(267)	(49)	(240)	(58)	-	(548)	-	(5)	(101)	-	(1,381)
Write-off	-	-	-	-	-	-	-	-	-	-	(298)	(298)
Transfers	-	-	2	-	-	-	81	-	-	(1)	-	82
Transfers - WIP	1,267	376	306	74	1,858	4	805	-	-	300	(4,990)	-
	14,275	109	1,880	2,609	2,638	4	1,273	13	(5)	332	12,155	35,283
<i>MOVEMENTS IN ACCUMULATED DEPRECIATION</i>												
Depreciation	(14,066)	(255)	(1,205)	(2,004)	(2,974)	(227)	(580)	(35)	(102)	(543)	-	(21,991)
Accumulated depreciation of disposals	26	109	15	89	20	-	222	-	4	38	-	523
	(14,040)	(146)	(1,190)	(1,915)	(2,954)	(227)	(358)	(35)	(98)	(505)	-	(21,468)
At fair value 30 June 2019	647,065	22,884	77,646	180,170	148,906	9,417	52,752	8,331	12,315	13,197	33,615	1,206,298
Accumulated depreciation at 30 June 2019	(175,981)	(8,611)	(23,018)	(63,101)	(55,474)	(3,270)	(6,420)	(311)	(1,276)	(5,308)	-	(342,768)
	471,084	14,273	54,629	117,069	93,432	6,147	46,333	8,021	11,038	7,890	33,615	863,530

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.

	DEPRECIATION PERIOD	THRESHOLD LIMIT (\$)
<i>ASSET RECOGNITION THRESHOLDS AND DEPRECIATION PERIODS</i>		
Land & land improvements		
land	-	1
land improvements	15 - 60 years	10,000
land under roads	-	1
Buildings		
buildings	10 - 100 years	5,000
Heritage Assets		
heritage assets	10 - 100 years	5,000
Plant and Equipment		
plant, machinery and equipment	2 - 10 years	500
furniture, equipment and computers	2 - 13 years	1,500
art collection and civic regalia	-	3,000
Roads		
roads - surface and seal	12 - 60 years	20,000
spray seal		500m ²
ashphalt		150m ²
concrete		55m ²
road pavement	53 - 60 years	290m ²
roads - kerb, channel and minor culverts	60 - 90 years	1
Bridges and major culverts	40 - 100 years	1
Footpaths and cycleways		
footpaths	10 - 70 years	1
bike paths	10 - 70 years	1
Drainage	50 - 90 years	1
Other infrastructure		
naturestrip trees	50 years	1
regulatory signs	7 - 35 years	1
street furniture	5 - 50 years	1

LAND UNDER ROADS

Council recognises land under roads it controls at fair value.

DEPRECIATION AND AMORTISATION

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 the 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 LAND AND BUILDINGS

Valuation of land and buildings were undertaken by a qualified independent valuer, LG Valuations (Principal - Marcus Hann, Valuer No.62901). The valuation of land and buildings is at fair value, being market value based on highest and best use permitted by relevant land planning provisions. Where land use is restricted through existing planning provisions the valuation is reduced to reflect this limitation. This adjustment is an unobservable input in the valuation. The adjustment has no impact on the comprehensive income statement.

Specialised land is valued at fair value using site values adjusted for englobo (undeveloped and/or unserviced) characteristics, access rights and private interests of other parties and entitlements of infrastructure assets and services. This adjustment is an unobservable input in the valuation. The adjustment has no impact on the comprehensive income statement.

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.

The date of the current valuation is detailed in the following table. A full revaluation of these assets will be conducted in 2020/21.

Details of the Council's land and buildings and information about the fair value hierarchy as at 30 June 2019 are as follows:

	LEVEL 1	LEVEL 2	LEVEL 3	DATE OF VALUATION
Land	-	44,444	-	January 2018
Specialised land	-	-	26,521	January 2018
Land improvements	-	-	7,805	January 2018
Heritage Buildings	-	-	20,914	January 2018
Buildings	-	-	53,436	January 2018
Total	-	44,444	108,676	

VALUATION OF INFRASTRUCTURE

Valuation of infrastructure assets has been determined in accordance with an internal valuation undertaken by Team Leader Strategic Assets, (Bachelor Technology Civil Engineering).

The date of the current valuation is detailed in the following table.

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

Details of the Council's infrastructure and information about the fair value hierarchy as at 30 June 2019 are as follows

	LEVEL 1	LEVEL 2	LEVEL 3	DATE OF VALUATION
Roads	-	-	471,084	June 2018
Bridges	-	-	14,273	June 2018
Footpaths and cycleways	-	-	54,629	June 2018
Drainage	-	-	117,069	June 2018
Recreational, leisure and community facilities	-	-	93,432	June 2018
Waste management	-	-	6,147	June 2018
Parks, open space and streetscapes	-	-	46,332	June 2018
Aerodromes	-	-	8,021	June 2018
Off street car parks	-	-	11,038	June 2018
Other infrastructure	-	-	7,888	June 2018
Total	-	-	829,913	

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 75% and 95%. The market value of land varies significantly depending on the location of the land and the current market conditions. Currently land values range between \$0.05 and \$899.73 per square metre.

Specialised buildings are valued using a depreciated replacement cost technique. Significant unobservable inputs include the current replacement cost and remaining useful lives of buildings. Current replacement costs is calculated on a square metre basis and ranges from \$35.00 to \$16,500.00 per square metre. The remaining useful lives of buildings are determined on the basis of the current condition of buildings and vary from 20 years to 100 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 buildings are sensitive to changes in expectations or requirements that could either shorten or extend the useful lives of buildings.

Infrastructure assets are valued based on the depreciated 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 5 years to 100 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.

	2019 \$'000	2018 \$'000
<i>RECONCILIATION OF SPECIALISED LAND</i>		
Land under roads	26,521	26,414
Total specialised land	26,521	26,414

6.3 INVESTMENTS IN ASSOCIATES, JOINT ARRANGEMENTS AND SUBSIDIARIES

2019
\$'000

2019
\$'000

(A) INVESTMENTS IN ASSOCIATES

Investments in associates accounted for by the equity method are:

- Goulburn Valley Regional Library Corporation (GVRLC)

1,393

1,457

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; the Greater Shepparton City Council, Moira Shire Council and the Strathbogie Shire Council. Each Council has two representatives on the Board of the Corporation.

Each of the member Councils 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 contribution does not bring with it any additional voting rights or influence on the library activities and therefore no greater power or control.

COUNCIL'S SHARE OF ACCUMULATED SURPLUS/(DEFICIT)

Council's share of accumulated surplus(deficit) at start of year

(322)

(268)

Reported surplus(deficit) for year

(65)

(54)

Council's share of accumulated surplus(deficit) at end of year

(387)

(322)

COUNCIL'S SHARE OF RESERVES

Council's share of reserves at start of year

1,780

1,780

Adjustment to prior year's share of reserves

-

-

Council's share of reserves at end of year

1,780

1,780

MOVEMENT IN CARRYING VALUE OF SPECIFIC INVESTMENT

Carrying value of investment at start of year

1,457

1,512

Share of surplus(deficit) for year

(65)

(54)

% share of equity adjustment

1

-

Adjustment to prior year's equity share

-

(1)

Carrying value of investment at end of year

1,393

1,457

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.

Note 7 – People and relationships

7.1 COUNCIL AND KEY MANAGEMENT REMUNERATION		2019 NO.	2018 NO
(A) RELATED PARTIES			
<i>PARENT ENTITY</i>			
Greater Shepparton City Council is the parent entity.			
<i>ASSOCIATES</i>			
Interests in subsidiaries and associates are detailed in Note 6.3.			
(B) KEY MANAGEMENT PERSONNEL			
Details of persons holding the position of Councillor or other members of key management personnel at any time during the year are:			
Councillors	Councillor Kim O'Keeffe (Mayor)		
	Councillor Shelley Sutton		
	Councillor Dinny Adem		
	Councillor Seema Abdullah		
	Councillor Bruce Giovanetti		
	Councillor Chris Hazelman		
	Councillor Les Oroszvary		
	Councillor Dennis Patterson		
	Councillor Fern Summer		
Executive Management	Chief Executive Officer		
	Director - Community		
	Director - Corporate Services		
	Director - Infrastructure		
	Director - Sustainable Development		
Total Number of Councillors		9	9
Total of Chief Executive Officer and other Key Management Personnel		5	6
Total Number of Key Management Personnel		14	15
(C) REMUNERATION OF KEY MANAGEMENT PERSONNEL			
Total remuneration of key management personnel was as follows:			
	Short-term benefits	1,391	1,308
	Long-term benefits	27	28
	Post-employment benefits	132	126
Total		1,550	1,462

* A correction of \$346k was made to prior year figures as they incorrectly included the total long service leave entitlements at the end of the year rather than accrued entitlements during the year.

7.1 COUNCIL AND KEY MANAGEMENT REMUNERATION	2019 NO.	2018 NO
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The numbers of key management personnel whose total remuneration from Council and any related entities, fall within the following bands:

\$20,000 - \$29,999	8	7
\$40,000 - \$49,999	-	1
\$60,000 - \$69,999	-	2
\$80,000 - \$89,999	1	-
\$140,000 - \$149,999	-	1
\$170,000 - \$179,999	-	1
\$210,000 - \$219,999	3	1
\$220,000 - \$229,999	1	1
\$300,000 - \$309,999	-	1
\$320,000 - \$329,999	1	-
	14	15

(D) SENIOR OFFICER REMUNERATION

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

- a) has management responsibilities and reports directly to the Chief Executive; or
- b) whose total annual remuneration exceeds \$148,000

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

Income Range:

\$148,000 - \$149,999	2	1
\$150,000 - \$159,999	8	7
\$170,000 - \$179,999	1	1
	11	9

	\$'000	\$'000
Total Remuneration for the reporting year for Senior Officers included above, amounted to	1,706	1,384

* A correction of \$34k was made to prior year figures as they did not include entitlements accrued during the year.

7.2 RELATED PARTY DISCLOSURE

(A) TRANSACTIONS WITH RELATED PARTIES

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

Payments to Goulburn Valley Regional Library Corporation

	1,618	1,580
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Annual fees paid for provision of library services to the Council. Library services were provided to Shepparton, Mooroopna and Tatura townships, whilst a mobile library serviced nine additional towns within the municipality of the Greater Shepparton City Council.

Receipts from Goulburn Valley Regional Library Corporation

	67	62
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Annual fees received for provision of financial and human resource services, being accounts payable, accounts receivable, asset management, treasury, financial reporting and payroll services.

During the period the Corporation entered into the following other related party transactions:

Payments to entities controlled by key management personnel ^{1,2,3,4,5,6}

Receipts from entities controlled by key management personnel ^{7,8,9,10}

Notes:

1. Payment of \$44,377 to Goulburn Murray Community Leadership Program as contribution to the Fairley Leadership Program and professional development courses (Cr. Hazelman has an interest).
2. Payment of \$26,393 to Tallygaroopna Recreation Reserve Committee of Management by way of Our Sporting Future grant funding and maintenance grant allocations (Cr. Hazelman has an interest).
3. Payment of \$3,200 to the Ethnic Council of Shepparton by way of a community matching grant (Cr. Hazelman has an interest).
4. Payment of \$35,268 to Goulburn Valley Waste and Resource Recovery Group, of which, the Greater Shepparton City Council is a contribution partner (Cr. Abdullah has an interest).
5. Payment of \$16,121 to LaTrobe University for contributions to scholarship programs (Dir. Sustainable Development has an interest).
6. Payment of \$2,728 to AFL Goulburn Murray as a promotional events partner (Dir. Sustainable Development has an interest).
7. Receipts of \$44,856 from Goulburn Valley Waste and Resource Recovery Group for provision of financial and payroll services (Cr. Abdullah has an interest).
8. Receipts of \$11,587 from LaTrobe University for facilities hire, Council services and contributions to community programs (Dir. Sustainable Development has an interest).
9. Receipts of \$697 from AFL Goulburn Murray for facilities hire (Dir. Sustainable Development has an interest).
10. Receipts of \$1,043 from the Ethnic Council of Shepparton as contributions to Council events (Cr. Hazelman has an interest).

Any close family member of key management personnel are employed through an arm's length process. They are paid in accordance with the award for the job they perform. Council employs 974 permanent, part-time and casual staff of which two were close family members of key management personnel.

(B) OUTSTANDING BALANCES WITH RELATED PARTIES

There were no outstanding balances at the end of the reporting period in relation to transactions with related parties.

(C) LOANS TO/FROM RELATED PARTIES

There were no loans in existence at balance date that have been made, guaranteed or secured by the council to a related party.

(D) COMMITMENTS TO/FROM RELATED PARTIES

There were no commitments in existence at balance date that have been made, guaranteed or secured by the council to a related party.

Note 8 – Managing uncertainties

8.1 CONTINGENT ASSETS AND LIABILITIES

CONTINGENT LIABILITIES

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.

LANDFILL

Council operates a landfill. Council has taken up a financial provision for site rehabilitation works in the future (refer Note 5.5). This provision is based on expert estimates and assumptions covering a 30 year period, and as such, Council is unable to accurately assess the financial implications of such works.

LIABILITIES THROUGH ASSOCIATION WITH MAV

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

8.2 CHANGE IN ACCOUNTING STANDARDS

Financial instruments (AASB9)

This standard simplifies the model for classifying and recognising financial assets and adopts an expected loss model for impairment assessment, where the expected losses are recognised throughout the life of the financial asset, not only after a loss event has been identified. As a result, impairment losses will be recognised earlier and at more regular intervals.

The application of AASB9 has not significantly impacted Council's financials, however it has changed the model for calculating the provision for doubtful debt from an incurred loss model to an expected loss model (refer note 5.1(e)).

The following new AAS's have been issued that are not mandatory for the 30 June 2019 reporting period. Council has assessed these pending standards and has identified the following potential impacts will flow from the application of these standards in future reporting periods.

Revenue from contracts with customers (AASB 15) (applies 2019/20 for LG sector)

The standard shifts the focus from the transaction-level to a contract-based approach. Recognition is determined based on what the customer expects to be entitled to (rights and obligations), while measurement encompasses estimation by the entity of the amount expected to be entitled for performing under the contract. The full impact of this standard is not known however it is most likely to impact where contracts extend over time, where there are rights and obligations that may vary the timing or amount of the consideration, or where there are multiple performance elements. This has the potential to impact on the recognition of certain grant income.

Amendments to Australian Accounting Standards – Deferral of AASB 15 for Not-for-Profit Entities (AASB 2016-7) (applies 2019/20)

This Standard defers the mandatory effective date of AASB 15 for not-for-profit entities from 1 January 2018 to 1 January 2019.

Leases (AASB 16) (applies 2019/20)

The classification of leases as either finance leases or operating leases is eliminated for lessees. Leases will be recognised in the Balance Sheet by capitalising the present value of the minimum lease payments and showing a 'right-of-use' asset, while future lease payments will be recognised as a financial liability. The nature of the expense recognised in the profit or loss will change. Rather than being shown as rent, or as leasing costs, it will be recognised as depreciation on the 'right-of-use' asset, and an interest charge on the lease liability. The interest charge will be calculated using the effective interest method, which will result in a gradual reduction of interest expense over the lease term.

Council has elected to adopt the modified retrospective approach to the transition to the new lease standard. This will mean that only existing operating leases for non low value assets, with remaining terms greater than 12 months, will be recognised on transition (1 July 2019). Based on our current lease commitments and an assumption of a continuation of the current leasing arrangements Council expects that the transition to the new standard will see the initial recognition of \$524,448 in lease related assets and an equivalent liability.

Income of Not-for-Profit Entities (AASB 1058) (applies 2019/20)

This standard is expected to apply to certain transactions currently accounted for under AASB 1004 Contributions and establishes revenue recognition principles for transactions where the consideration to acquire an asset is significantly less than fair value to enable a not-for-profit entity to further its objectives.

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 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 1989*. Council manages interest rate risk by adopting an investment policy that ensures:

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

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

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

(C) CREDIT RISK

Credit risk is the risk that a contracting entity will not complete its obligations under a financial instrument and cause Council to make a financial loss. Council have exposure to credit risk on some financial assets included in the balance sheet. Particularly significant areas of credit risk exist in relation to outstanding fees and fines as well as loans and 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.

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.

8.3 FINANCIAL INSTRUMENTS

(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 + 0.0% and -1.0% in market interest rates (AUD) from year-end rates of 2.16%.

These movements will not have a material impact on the valuation of Council's financial assets and liabilities, nor will they 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.

AASB 13 defines fair value as 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. Fair value under AASB 13 is an exit price regardless of whether that price is directly observable or estimated using another valuation technique.

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; and

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.

REVALUATION

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

Fair value valuations are determined in accordance with a valuation hierarchy. Changes to the valuation hierarchy will only occur if an external change in the restrictions or limitations of use of an asset result in changes to the permissible or practical highest and best use of the asset. In addition, Council undertakes a formal revaluation of land, buildings, and infrastructure assets on a regular basis ranging from 3 to 5 years. The valuation is performed either by experienced council officers or independent experts.

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

IMPAIRMENT OF ASSETS

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

8.5 EVENTS OCCURRING AFTER BALANCE DATE

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

Note 9 – Other matters

9.1 RESERVES	BALANCE AT BEGINNING OF REPORTING PERIOD \$'000	INCREMENT (DECREMENT) \$'000	BALANCE AT END OF REPORTING PERIOD \$'000
(A) ASSET REVALUATION RESERVES			
2019			
PROPERTY			
Land - specialised	-	-	-
Land - non specialised	5,905	-	5,905
Land improvements	5,657	-	5,657
Heritage buildings	1,390	-	1,390
Buildings	7,205	-	7,205
	20,157	-	20,157
PLANT & EQUIPMENT			
Artwork and regalia	14,165	-	14,165
	14,165	-	14,165

9.1 RESERVES	BALANCE AT BEGINNING OF REPORTING PERIOD \$'000	INCREMENT (DECREMENT) \$'000	BALANCE AT END OF REPORTING PERIOD \$'000
<i>INFRASTRUCTURE</i>			
Roads	409,837	-	409,837
Bridges	19,042	-	19,042
Footpaths and cycleways	52,702	-	52,702
Drainage	60,369	-	60,369
Recreational, leisure and community facilities	51,967	-	51,967
Waste management	394	-	394
Parks, open space and streetscapes	21,887	-	21,887
Aerodromes	2,271	-	2,271
Offstreet car parks	7,247	-	7,247
Other infrastructure	2,848	-	2,848
	628,564	-	628,564
Total asset revaluation reserves	662,886	-	662,886
2018			
PROPERTY			
Land - specialised	3,322	(3,322)	-
Land - non specialised	1,572	4,333	5,905
Land improvements	4,540	1,117	5,657
Heritage buildings	339	1,051	1,390
Buildings	2,821	4,384	7,205
	12,594	7,563	20,157
<i>PLANT & EQUIPMENT</i>			
Artwork and regalia	13,516	649	14,165
	13,516	649	14,165
<i>INFRASTRUCTURE</i>			
Roads	343,536	66,301	409,837
Bridges	18,819	223	19,042
Footpaths and cycleways	37,805	14,897	52,702
Drainage	43,113	17,256	60,369
Recreational, leisure and community facilities	53,821	(1,854)	51,967
Waste management	228	166	394
Parks, open space and streetscapes	15,031	6,856	21,887
Aerodromes	1,129	1,142	2,271
Offstreet car parks	5,184	2,063	7,247
Other infrastructure	1,131	1,717	2,848
	519,797	108,767	628,564
Total asset revaluation reserves	545,907	116,979	662,886

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

9.2 RECONCILIATION OF CASH FLOWS FROM OPERATING ACTIVITIES TO SURPLUS/(DEFICIT)	2019 \$'000	2018 \$'000
Surplus/(deficit) for the year	24,852	23,793
Depreciation/amortisation	26,182	24,068
(Profit)/loss on disposal of property, infrastructure, plant and equipment	830	825
Contributions - Non-monetary assets	(9,187)	(10,763)
Finance costs	1,009	1,142
Assets written off	421	-
Bad debts	108	-
Share of net (profits) or loss of associates and joint ventures	65	54
Net write-off of intangibles	-	754
Project costs expended on non-council assets	-	2,258
<i>Change in assets and liabilities:</i>		
(Increase)/decrease in trade and other receivables	1,147	(1,767)
(Increase)/decrease in prepayments	(323)	(3)
Increase/(decrease) in accrued income	-	(364)
Increase/(decrease) in trade and other payables	2,379	4,821
Increase/(decrease) in other liabilities	(31)	120
(Increase)/decrease in inventories	13	(46)
Increase/(decrease) in employee provisions	931	(328)
Increase/(decrease) in landfill provisions	1,074	(557)
(Increase)/decrease in other assets	-	(1)
Net cash provided by operating activities	49,470	44,006
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 Comprehensive Operating Statement when they are made or due.

ACCUMULATION

The Fund's accumulation categories, Vision MySuper/Vision Super Saver receive 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 2019, this was 9.5% as required under Superannuation Guarantee legislation).

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.

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. For the year ended 30 June 2019, this rate was 9.5% of members' salaries (9.5% in 2017/2018).

As at 30 June 2018, 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 106.0%.

The financial assumptions used to calculate the VBIs were:

- Net investment returns 6.0% pa
- Salary information 3.5% pa
- Price inflation (CPI) 2.0% pa.

Vision Super has advised that the estimated VBI at 30 June 2019 was 107.1%.

The VBI is to be used as the primary funding indicator. Because the VBI was above 100%, the 30 June 2018 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.

THE 2018 INTERIM ACTUARIAL INVESTIGATION SURPLUS AMOUNTS

An actuarial investigation is conducted annually for the Defined Benefit category of which Greater Shepparton City Council is a contributing employer. Generally, a full actuarial investigation conducted every three years and interim actuarial investigations are conducted for each intervening year. An interim investigation was conducted as at 30 June 2018 and a full actuarial investigation was conducted as at 30 June 2017.

The Fund's actuarial investigation as at 30 June 2018 identified the following in the defined benefit category of which Council is a contributing employer:

- A VBI surplus of \$131.9 million
- A total service liability surplus of \$218.3 million.
- A discounted accrued benefits surplus of \$249.1 million.

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 2018.

An interim actuarial investigation will be conducted for the Fund's position as at 30 June 2019. It is anticipated that this actuarial investigation will be completed in December 2019.

PERFORMANCE STATEMENT

For the year ended 30 June 2019

Council is required under Section 127 of the Local Government Act (1989) to separately identify in the budget the Key Strategic Activities to be undertaken during the financial year, and performance targets and measure to each of those Key Strategic Activities.

Under Section 132 of the Act, it is required that the Key Strategic Activities and performance target and measures specified under Section 127 of the Act must be included in the Performance Statement in the Annual Report, and be subject to Audit.

The following table details the Key Strategic Activities and performance target and measures contained in the Council's 2018-19 budget compared to the actual results for the year.

Description of municipality

Greater Shepparton is a vibrant, diverse community located approximately two hours north of Melbourne in the heart of the Goulburn Valley, the food bowl of Australia.

As a growing regional centre with a vibrant cultural mix of people, the community comprises approximately 66,000 residents living within 60 localities. However Shepparton services a much larger population of approximately 250,000 people as the main service centre for northern Victoria.

Greater Shepparton enjoys a young demographic with growing families, with 2016 census data showing the proportion of couples with children nearly three per cent above the regional Victorian average, at 27.8 per cent.

Our community is culturally rich with a large proportion of the population born overseas (13 per cent), with many residents immigrating from India, Afghanistan, Sudan, Italy, Iraq, Turkey, New Zealand and the Philippines. Italian, Arabic, Persian/Dari, Turkish, Albanian, Punjabi, Greek, Macedonian, Mandarin and Filipino/Tagalog are the most commonly spoken languages other than English.

Greater Shepparton is also the home to regional Victoria's largest Aboriginal community, making up approximately 3.5 per cent of the population.

Two hours north of Melbourne, Greater Shepparton's central location is a major advantage and has seen our urban centre emerge as the retail, industry and services hub for central Victoria. Located at the intersection of the Midland and Goulburn Valley Highways, Greater Shepparton provides easy access to Adelaide, Sydney, Brisbane and Melbourne.

The city of Shepparton acts as a major industrial, employment and service centre for a wide catchment, including many rural settlements within and beyond its municipal boundaries, with its gross regional product totalling \$3.48 billion per annum.

Greater Shepparton forms part of the 'Food Bowl of Australia', which accounts for 25 per cent of the total value of Victoria's agricultural production. We are a national centre for dairy and horticulture, exporting reliable premium quality fresh and value-added produce via innovative practices and a world class irrigation system. Shepparton is also often referred to as the transport hub of regional Victoria due to its extensive road transport industry.

Major industries for the region include manufacturing, retail trade, health care and social assistance, agriculture and construction. Greater Shepparton is home to several multinational and iconic companies such as Campbell's Soups, SPC, Tatura Milk Industries (Bega), Unilever, Visy, Pental Soaps and Pactum Dairy (Australian Consolidated Milk). Several multinational companies also reside just outside of the Greater Shepparton municipal boundary, such as Nestle, Murray Goulburn and Bega.

These companies utilise Shepparton as their major hub and home to their transport and logistics operations.

REPORT OF OPERATIONS

Service Performance Indicators

For the year ended 30 June 2019

INDICATOR/MEASURE	RESULTS 2016	RESULTS 2017	RESULTS 2018	RESULTS 2019	MATERIAL VARIATIONS
Aquatic Facilities					
Service standard					
Health inspections of aquatic facilities [Number of authorised officer inspections of Council aquatic facilities / Number of Council aquatic facilities]	1	1	0	1	
Health and Safety					
Reportable safety incidents at aquatic facilities [Number of WorkSafe reportable aquatic facility safety incidents]	3	0	1	2	
Service cost					
Cost of indoor aquatic facilities [Direct cost of indoor aquatic facilities less income received / Number of visits to indoor aquatic facilities]	\$1.15	\$0.98	\$0.79	\$1.33	There has been a significant increase in utility costs for 2018-19.
Service Cost					
Cost of outdoor aquatic facilities [Direct cost of outdoor aquatic facilities less income received / Number of visits to outdoor aquatic facilities]	\$8.09	\$10.56	\$9.79	\$13.31	Attendance in 2018-19 lower due to the impact of weather conditions on the number of days open compared to previous year.
Animal Management					
Timeliness					
Time taken to action animal management requests [Number of days between receipt and first response action for all animal management requests / Number of animal management requests]	1	1	1	1	
Service standard					
Animals reclaimed [Number of animals reclaimed / Number of animals collected] x100	44.22%	41.27%	39.97%	47.14%	

INDICATOR/MEASURE	RESULTS 2016	RESULTS 2017	RESULTS 2018	RESULTS 2019	MATERIAL VARIATIONS
Service cost					
Cost of animal management service [Direct cost of the animal management service / Number of registered animals]	\$55.64	\$57.47	\$65.24	\$65.92	.
<i>External labour costs associated with Animal Management were not included in the 2016 figures.</i>					
Food Safety					
Timeliness					
Time taken to action food complaints [Number of days between receipt and first response action for all food complaints / Number of food complaints]	4.97	4.60	2.18	2.58	
Service standard					
Food safety assessments [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	80.76%	67.65%	82.37%	67.31%	Food safety assessments have decreased from 341 in 2017-18 to 280 in 2018-19
Service cost					
Cost of food safety service [Direct cost of the food safety service / Number of food premises registered or notified in accordance with the Food Act 1984]	\$669.46	\$610.70	\$635.09	\$641.69	
Governance					
Transparency					
Council decisions made at meetings 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, 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	4.56%	2.23%	2.59%	1.40%	There were only 3 decisions made at meetings closed to the public in 2018-19 compared with 6 in 2017-18.
Consultation and engagement					
Satisfaction with community consultation and engagement Community satisfaction rating out of 100 with how Council has performed on community consultation and engagement	51	53	57	55	

INDICATOR/MEASURE	RESULTS 2016	RESULTS 2017	RESULTS 2018	RESULTS 2019	MATERIAL VARIATIONS
Attendance					
Councillor attendance at council meetings [The sum of the number of Councillors who attended each ordinary and special Council meeting / (Number of ordinary and special Council meetings) × (Number of Councillors elected at the last Council general election)] x100	89.52%	92.31%	92.36%	85.42%	There was higher Councillor leave in 2018-19
Service cost					
Cost of governance [Direct cost of the governance service / Number of Councillors elected at the last Council general election]	\$74,780.00	\$51,505.78	\$40,364.78	\$41,253.44	
Home and Community Care (HACC)					
Timeliness					
Time taken to commence the HACC service [Number of days between the referral of a new client and the commencement of HACC service / Number of new clients who have received a HACC service]	0.00	N/A	N/A	N/A	Reporting on HACC ceased on 1 July 2016 due to the introduction of the Commonwealth Government's NDIS and CHSP programs.
Service standard					
Compliance with Community Care Common Standards [Number of Community Care Common Standards expected outcomes met / Number of expected outcomes under the Community Care Common Standards] x100	88.89%	N/A	N/A	N/A	Reporting on HACC ceased on 1 July 2016 due to the introduction of the Commonwealth Government's NDIS and CHSP programs.
Service cost					
Cost of domestic care service [Cost of the domestic care service / Hours of domestic care service provided]	\$38.67	N/A	N/A	N/A	Reporting on HACC ceased on 1 July 2016 due to the introduction of the Commonwealth Government's NDIS and CHSP programs.
Service cost					
Cost of personal care service [Cost of the personal care service / Hours of personal care service provided]	\$48.32	N/A	N/A	N/A	Reporting on HACC ceased on 1 July 2016 due to the introduction of the Commonwealth Government's NDIS and CHSP programs.
Service cost					
Cost of respite care service [Cost of the respite care service / Hours of respite care service provided]	\$46.04	N/A	N/A	N/A	Reporting on HACC ceased on 1 July 2016 due to the introduction of the Commonwealth Government's NDIS and CHSP programs.

INDICATOR/MEASURE	RESULTS 2016	RESULTS 2017	RESULTS 2018	RESULTS 2019	MATERIAL VARIATIONS
Libraries					
Utilisation					
Library collection usage [Number of library collection item loans / Number of library collection items]	2.98	3.10	3.28	3.42	Number of items borrowed per visit continues to increase each year.
Resource standard					
Standard of library collection [Number of library collection items purchased in the last 5 years / Number of library collection items] x100	41.08%	41.25%	45.98%	49.70%	The standard of the library collection continues to improve each year with around half of the collection less than 5 years old.
Service cost					
Cost of library service [Direct cost of the library service / Number of visits]	\$7.12	\$7.27	\$7.82	\$8.14	
Maternal and Child Health (MCH)					
Satisfaction					
Participation in first MCH home visit [Number of first MCH home visits / Number of birth notifications received] x100	96.52%	102.08%	101.45%	101.86%	
Service standard					
Infant enrolments in the MCH service [Number of infants enrolled in the MCH service (from birth notifications received) / Number of birth notifications received] x100	95.29%	100%	100%	100%	
Service cost					
Cost of the MCH service [Cost of the MCH service / Hours worked by MCH nurses]	\$59.35	\$60.22	\$62.88	\$62.48	
Roads					
Satisfaction of use					
Sealed local road requests [Number of sealed local road requests / Kilometres of sealed local roads] x100	17.81	27.68	24.13	19.48	
Condition					
Sealed local roads maintained to condition standards [Number of kilometres of sealed local roads below the renewal intervention level set by Council / Kilometres of sealed local roads] x100	94.40%	94.43%	97.05%	97.07%	
Service Cost					

INDICATOR/MEASURE	RESULTS 2016	RESULTS 2017	RESULTS 2018	RESULTS 2019	MATERIAL VARIATIONS
Cost of sealed local road reconstruction [Direct cost of sealed local road reconstruction / Square metres of sealed local roads reconstructed]	\$56.98	\$85.89	\$186.75	\$28.40	
Service Cost					
Cost of sealed local road resealing [Direct cost of sealed local road resealing / Square metres of sealed local roads resealed]	\$8.24	\$4.54	\$4.29	\$5.21	
Statutory Planning					
Timeliness					
Time taken to decide planning applications [The median number of days between receipt of a planning application and a decision on the application]	51	43	53	55	
Service standard					
Planning applications decided within required timeframes [Number of planning application decisions made within 60 days / Number of planning application decisions made] x100	76.94%	85.50%	73.50%	58.29%	
Service cost					
Cost of statutory planning service [Direct cost of the statutory planning service / Number of planning applications received]	\$2,318.74	\$2,059.75	\$2,516.59	\$3,147.81	The increase in the cost of the statutory planning service is due to the reduction in number of applications from 435 in 2017-18 to 337 in 2018-19.
Waste Collection					
Satisfaction					
Kerbside bin collection requests [Number of kerbside garbage and recycling bin collection requests / Number of kerbside bin collection households] x1000	38.23	30.27	24.12	30.51	
Service standard					
Kerbside collection bins missed [Number of kerbside garbage and recycling collection bins missed / Number of scheduled kerbside garbage and recycling collection bin lifts] x10,000	2.01	2.34	9.22	3.03	
Service cost					

INDICATOR/MEASURE	RESULTS 2016	RESULTS 2017	RESULTS 2018	RESULTS 2019	MATERIAL VARIATIONS
Cost of kerbside garbage bin collection service [Direct cost of the kerbside garbage bin collection service / Number of kerbside garbage collection bins]	\$46.15	\$39.85	\$44.94	\$43.91	
Service cost					
Cost of kerbside recyclables collection service [Direct cost of the kerbside recyclables bin collection service / Number of kerbside recyclables collection bins]	\$25.83	\$23.67	\$36.09	\$51.13	Cost of kerbside recyclables collection has continued to increase due to higher costs since China implemented their waste import policy in 2018.

REPORT OF OPERATIONS

Sustainable Capacity Indicators

For the year ended 30 June 2019

INDICATOR/MEASURE	RESULTS 2016	RESULTS 2017	RESULTS 2018	RESULTS 2019	MATERIAL VARIATIONS
Own-source revenue					
Own-source revenue per head of municipal population [Own-source revenue / Municipal population]	\$1,431	\$1,450	\$1,492	\$1,548	
Recurrent grants					
Recurrent grants per head of municipal population [Recurrent grants / Municipal population]	\$314	\$488	\$388	\$366	The 2016-17 result includes the full 2016-17 allocation of Federal Financial Assistance Grant funds and 50% of the 2017-18 allocation of Federal Financial Assistance Grant funds.
Population					
Expenses per head of municipal population [Total expenses / Municipal population]	\$1,964	\$1,715	\$1,815	\$1,901	
Infrastructure per head of municipal population [Value of infrastructure / Municipal population]	\$12,268	\$12,800	\$14,616	\$14,807	
Population density per length of road [Municipal population / Kilometres of local roads]	28	28	29	29	
Disadvantage					
Relative socio-economic disadvantage [Index of Relative Socio-economic Disadvantage by decile]	2	2	2	2	

Definitions

“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

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

“population” means Estimated Resident Population (ERP) sourced from the Australian Bureau of Statistics, Regional Population Growth, Australia (3218.0)

“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

Service Performance Indicators

For the year ended 30 June 2019

SERVICE/INDICATOR/MEASURE	RESULTS 2016	RESULTS 2017	RESULTS 2018	RESULTS 2019	MATERIAL VARIATIONS
Governance					
Satisfaction					
Satisfaction with Council decisions [Community satisfaction rating out of 100 with how Council has performed in making decisions in the interest of the community]	46	49	55	53	
Statutory Planning					
Decision making					
Council planning decisions upheld at VCAT [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 In 2018-19 there were 3 out of 4 Council planning decisions upheld at VCAT compared to 5 out of 5 in 2017-18	100%	25%	100%	50%	In 2018-19 there were 2 out of 4 Council planning decisions upheld at VCAT compared to 5 out of 5 in 2017-18.
Roads					
Satisfaction					
Satisfaction with sealed local roads [Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads]	48	40	55	57	
Libraries					
Participation					

SERVICE/INDICATOR/MEASURE	RESULTS	RESULTS	RESULTS 2018	RESULTS 2019	MATERIAL VARIATIONS
Active library members [Number of active library members / Municipal population] x100	13%	10%	9%	10%	
Waste Collection					
Waste diversion					
Kerbside collection waste diverted from landfill [Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100	37%	52%	50%	51%	
Aquatic facilities					
Utilisation					
Utilisation of aquatic facilities [Number of visits to aquatic facilities / Municipal population]	10	10	10	9	
Animal management					
Health and safety					
Animal management prosecutions [Number of successful animal management prosecutions]	1	3	4	6	The increase in prosecutions include two unregistered domestic animal businesses which occurred as a result of new puppy farm legislation.
Food safety					
Health and safety					
Critical and major non-compliance notifications [Number of critical non-compliance notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance notifications and major non-compliance notifications about food premises] x100	100%	0%	100%	0%	In 2018 there were 6 notifications while in 2019 there were no critical or major non-compliance notifications.
Home and community care					
Participation					
Participation in HACC service [Number of people that received a HACC service / Municipal target population for HACC services] x100	17%	N/A	N/A	N/A	
Participation					
Participation in HACC service by CALD people [Number of CALD people who receive a HACC service / Municipal target population in relation to CALD people for HACC services] x100	10%	N/A	N/A	N/A	
Maternal and child health					

SERVICE/INDICATOR/MEASURE	RESULTS	RESULTS	RESULTS 2018	RESULTS 2019	MATERIAL VARIATIONS
Participation					
Participation in the MCH service [Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100	77%	78%	79%	77%	
Participation					
Participation in the MCH service by Aboriginal children [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	64%	70%	77%	75%	

Definitions

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

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

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

“annual report” means an annual report prepared by a council under sections 131, 132 and 133 of the Act

“CALD” means culturally and linguistically diverse and refers to persons born outside Australia in a country whose national language is not English

“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

“Community Care Common Standards” means the Community Care Common Standards for the delivery of HACC services, published from time to time by the Commonwealth

“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

“HACC program” means the Home and Community Care program established under the Agreement entered into for the purpose of the Home and Community Care Act 1985 of the Commonwealth

“HACC service” means home help, personal care or community respite provided under the HACC program

“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 Estimated Resident Population (ERP) sourced from the Australian Bureau of Statistics, Regional Population Growth, Australia (3218.0)

“target population” has the same meaning as in the Agreement entered into for the purposes of the Home and Community Care Act 1985 of the Commonwealth.

Financial Performance Indicators

For the year ended 30 June 2019

DIMENSION/ INDICATOR/MEASURE	RESULTS				FORECASTS				MATERIAL VARIATIONS
	2016	2017	2018	2019	2020	2021	2022	2023	
OPERATING POSITION									
Adjusted underlying result									
Adjusted underlying surplus (or deficit)	-9%	14%	5%	4%	-3%	2%	3%	4%	Future year forecast (2019/2020) impacted by early receipt of 50% of the 2019/2020 Federal Financial Assistance Grant funds in 2018/2019.
[Adjusted underlying surplus (deficit)/ Adjusted underlying revenue] x100									
LIQUIDITY									
Working capital									
Current assets compared to current liabilities	186%	249%	270%	271%	144%	103%	134%	174%	Reduction in 2020 and 2021 reflects increased capital expenditure on significant capital items including the New Shepparton Art Museum. Forecasts show Council remains above low risk with this indicator.
[Current assets / Current liabilities] x100									
Unrestricted cash									
Unrestricted cash compared to current liabilities	136%	133%	164%	48%	52%	22%	22%	22%	2015-16 to 2017-18 results include cash held in investments classified as other financial assets in the balance sheet.
[Unrestricted cash / Current liabilities] x100									
OBLIGATIONS									
Loans and borrowings									
Loans and borrowings compared to rates	27%	27%	25%	22%	19%	21%	18%	16%	Movement between 2017/2018 and 2018/2019 results due to no new borrowings and payment of principal on existing debt.
[Interest bearing loans and borrowings / Rate revenue] x100									
Loans and borrowings repayments compared to rates	2%	5%	3%	3%	3%	3%	3%	3%	
[Interest and principal repayments on interest bearing loans and borrowings / Rate revenue] x100									

DIMENSION/ INDICATOR/MEASURE	RESULTS				FORECASTS				MATERIAL VARIATIONS
	2016	2017	2018	2019	2020	2021	2022	2023	
Indebtedness									
Non-current liabilities compared to own source revenue	26%	27%	25%	24%	20%	21%	19%	17%	
[Non-current liabilities / Own source revenue] x100									
Asset renewal									
Asset renewal compared to depreciation									2018/2019 and prior year results impacted by the amount of Cosgrove Landfill renewal works. Expectation that planned future years renewal expenditure will increase upon completion of 10 year capital works program and Asset Management Plans.
[Asset renewal expenses / Asset depreciation] x100	82%	108%	76%	101%	69%	51%	41%	60%	
STABILITY									
Rates concentration									
Rates compared to adjusted underlying revenue	60%	56%	59%	59%	65%	63%	63%	64%	
[Rate revenue / Adjusted underlying revenue] x100									
Rates effort									
Rates compared to property values	0.7%	0.8%	0.8%	0.8%	0.8%	0.8%	0.8%	0.8%	
[Rate revenue / Capital improved value of rateable properties in the municipality] x100									
EFFICIENCY									
Expenditure level									
Expenses per property assessment	\$4,141	\$3,655	\$3,867	\$4,076	\$4,092	\$4,060	\$4,087	\$4,114	
[Total expenses / Number of property assessments]									

DIMENSION/ INDICATOR/MEASURE	RESULTS				FORECASTS				MATERIAL VARIATIONS
	2016	2017	2018	2019	2020	2021	2022	2023	
Revenue level									
Average residential rate per residential property assessment [Residential rate revenue / Number of residential property assessments]	\$1,803	\$1,870	\$1,919	\$1,920	\$1,958	\$1,977	\$1,977	\$2,017	
Workforce turnover									
Resignations and terminations compared to average staff [Number of permanent staff resignations and terminations / Average number of permanent staff for the financial year] x100	13%	10%	11%	9%	7%	7%	7%	7%	

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 in paragraphs (a) and (b)

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

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

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

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

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

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

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

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

“population” means the resident population estimated by council

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

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

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

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

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

Other Information

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 1989 and Local Government (Planning and Reporting) Regulations 2014.

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 for the prescribed financial performance indicators and measures as well as the results forecast by the council’s strategic resource plan.

The Local Government (Planning and Reporting) Regulations 2014 requires explanation of any material variations in the results contained in the performance statement. Council has adopted the materiality thresholds as per Appendix B – Materiality Guidelines of the Local Government Better Practice Guide 2014-15 Performance Statement. Explanations have not been provided for variations below the materiality thresholds unless the variance is considered to be material of its nature.

The forecast figures included in the performance statement are those adopted by council in its adopted budget and strategic resource plan on 18 June 2019. The strategic resource 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 strategic resource plan can be obtained by visiting www.greatershepparton.com.au



Certification of the Performance Statement

In my opinion, the accompanying performance statement has been prepared in accordance with the *Local Government Act 1989* and the *Local Government (Planning and Reporting) Regulations 2014*.



Matthew Jarvis CPA
Principal Accounting Officer

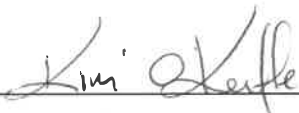
Dated: Wednesday 18 September 2019

In our opinion, the accompanying performance statement of the Greater Shepparton City Council for the year ended 30 June 2019 presents fairly the results of Council's performance in accordance with the *Local Government Act 1989* and the *Local Government (Planning and Reporting) Regulations 2014*.

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 the 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 2014* to certify this performance statement in its final form.



Cr Kim O'Keeffe
Mayor

Dated: Wednesday 18 September 2019



Cr Chris Hazelman

Dated: Wednesday 18 September 2019



Peter Harriott
Chief Executive Officer

Dated: Wednesday 18 September 2019

Independent Auditor's Report

To the Councillors of Greater Shepparton City Council

Opinion

I have audited the accompanying performance statement of Greater Shepparton City Council (the council) which comprises the:

- description of municipality for the year ended 30 June 2019
- sustainable capacity indicators for the year ended 30 June 2019
- service performance indicators for the year ended 30 June 2019
- financial performance indicators for the year ended 30 June 2019
- other information for the year ended 30 June 2019 (basis of preparation)
- certification of the performance statement.

In my opinion, the performance statement presents fairly, in all material respects, the performance of the council for the year ended 30 June 2019, in accordance with the performance reporting requirements of Part 6 of the *Local Government Act 1989*.

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.

Councillors' responsibilities for the performance statement

The Councillors of the council are responsible for the preparation and fair presentation of the performance statement in accordance with the performance reporting requirements of the *Local Government Act 1989*, and for such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of the statement of performance 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 the performance statement represents the underlying events and results in a manner that achieves fair presentation.

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

MELBOURNE
26 September 2019


Jonathan Kyvelidis
as delegate for the Auditor-General of Victoria





A young girl in a red shirt is hula hooping in a park. In the background, there are other people, including a man in a grey shirt and a woman in a blue shirt, and some colorful umbrellas. The scene is outdoors with trees and a grassy area.

CONTACT US

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Email: council@shepparton.vic.gov.au

Web: www.greatershepparton.com.au

Join the conversation:    

Greater Shepparton City Council is NRS friendly. If you are deaf, hearing-impaired, or speech-impaired, we ask that you call us via the National Relay Service:

TTY users: 133 677 then ask for (03) 5832 9700.

Speak & Listen users: (speech-to-speech relay) 1300 555 727 then ask for (03) 5832 9700.

Internet relay users: Connect to the National Relay Service via www.relayservice.com.au and then ask for (03) 5832 9700.

A hearing loop is also available at Council's customer service centre and Council meeting rooms.



Interpreter service available.