

HOME
SWEET
HOME

GREATER SHEPPARTON CITY COUNCIL
ANNUAL REPORT
2019/2020

COUNCIL PLAN IN ACTION



GREATER
SHEPPARTON

TRADITIONAL OWNERS

**We, Greater Shepparton City Council,
acknowledge the Yorta Yorta Peoples of the land
which now comprises Greater Shepparton, we
pay our 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 2019-2020 Annual Report. There are many performance measures from the Council Plan that have already been achieved with others close to being achieved.



The Annual Report is a statutory requirement but it is so much more than that. It's a great way to review what we have achieved as a Council, what we are aiming to achieve in the future, and it showcases our highlights, successes and breadth of activities.

Our achievements during the 2018-2019 financial year have connected Council more strongly with our community. We have endorsed important strategies and policies for Council including a Climate Emergency and setting a 2030 zero carbon emission target, built new infrastructure and ensured we are in a good financial position. I do encourage you to take some time to read the Annual Report and learn about Council.

Council will continue to advocate to State and Federal governments to fund major projects, which is critical for the growth of our region. These multi-million dollar projects are necessary if we are to maintain our economic, social and environment sustainability. Council does not have the funds to do this alone and we value the contributions from our state and federal counterparts, and appreciate the assistance from our local members to achieve this funding. We are now looking at being able to complete the long-awaited redevelopment of the Maude Street Mall which is at final design stage. Over 25 years old, the current mall has been long overdue for a refurbishment to enhance and encourage more investment into our CBD. I look forward to seeing how this progresses over the next 18 months.

Also in the future for Shepparton is the redevelopment of the Stadium at Sports City, the Aquamoves Master Plan and Riverlinks Master Plan redevelopment works, some of which have

already commenced. Of course we also need to see continued improvement of our passenger rail services and it is pleasing to see steps being taken in this space. I am looking forward to seeing the 2050 Plan endorsed at a future Council meeting. Possibly one of the most important documents for Shepparton and Mooroopna it will provide guidance for the future of our two largest towns including the north-south growth corridor of Shepparton and Kialla.

Unfortunately the impact of COVID-19 has been far reaching for our municipality, impacting on every corner of our region, every town and every person in one way or another. We do have a strong and resilient community and as Mayor I was pleased to be the spokesperson for Council during these difficult times. I believe strong leadership is necessary during an emergency and this was one of the most far-reaching emergencies Council has had to deal with. Unlike a flood or fires, a pandemic cannot be seen but the impact on our community can be. As we move closer to 2021 I do hope that our economy recovers quickly. I do need to thank the many organisations and groups that Council has worked with during this emergency. It does demonstrate that as an organisation Council is well prepared to deal with anything and can adapt and move quickly to accommodate new ways of doing things and to come up with appropriate and valuable resources and assistance to benefit those most in need.

Lastly I would like to thank our community for their input into the many consultations conducted during the year. Your ideas and opinions are welcome. I would like to thank everyone that has been in touch with me during my Mayoral term.

I am keenly interested in 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 "Seema Abdullah".

**Cr Seema Abdullah,
Mayor**

September 2020

Message from the CEO

It is my pleasure to present this Annual Report for the 2019/2020 Financial Year. As I reflect on the last financial year there couldn't have been more contrast between the last half of 2019 and the first half of 2020.



July to December 2019 provided a good start on capital works projects and progressing many plans, strategies and policies through Council. In January 2020 many staff returned to work early to provide practical assistance to our neighbouring north east councils who were battling severe bushfires in remote areas. Council staff experienced in emergency management headed up to Towong and across to the Alpine region to assist in their areas of speciality. This included animal management, incident control centre duties, staffing the municipal emergency control centre, helping set up relief centres, dealing with accommodation and food supplies, and providing regular communications to the community and media.

As it turns out, the bushfires were just the start of challenges we were to face as an organisation. When COVID-19 reached Australia and the awareness of the situation grew and circumstances changed for the worse, Greater Shepparton, like much of Victoria acted quickly. A Pandemic Working Group was established with staff re-deployed from Emergency Management and other roles to assist.

Our priority was the health and wellbeing of our staff and our community at all times. The significant challenges of COVID-19 also presented many opportunities including:

- Shifting most of the workforce to working from home where practical
- Providing PPE for outdoor staff and those who needed to work in the office
- Developing new ways of providing customer service during office closures
- Changing processes for building applications, permits, renewals etc
- Rolling out an ICT method and updating computers for remote access by staff
- Developing new website information and increasing digital and online communications
- Re-deploying staff into different roles wherever possible
- Providing more than 150 new roles for our community who lost their jobs through COVID with the State governments "Working for Victoria" funding.

I take this opportunity to thank all staff who adapted so quickly to the changing needs of our organisation and our community with COVID-19. Not only did they deliver the planned projects and services, they also took on a significant amount of extra work and developed new services, new projects and new ways of doing things in a very short space of time. I couldn't be more proud of the staff Greater Shepparton City council employs than I am at the moment.

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

However, I do hope that the next financial year is not quite as challenging but if it is we are well placed to meet the needs of our community!



Peter Harriott,
Chief Executive Officer
September 2020

WELCOME

Welcome to the 2019/2020 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. This year with the impact of COVID-19 all Victorian councils were granted an extension of time until 30 November 2020.

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 2019/2020 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, 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



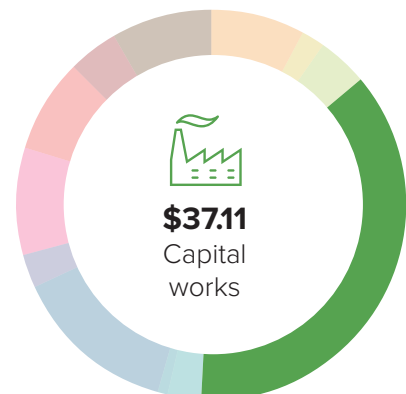
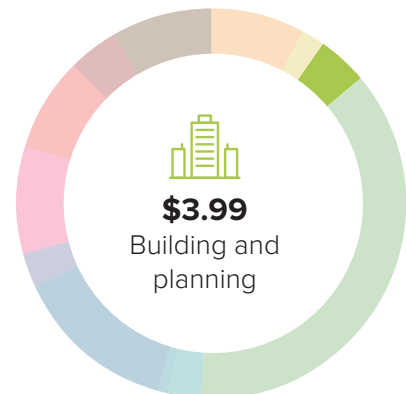
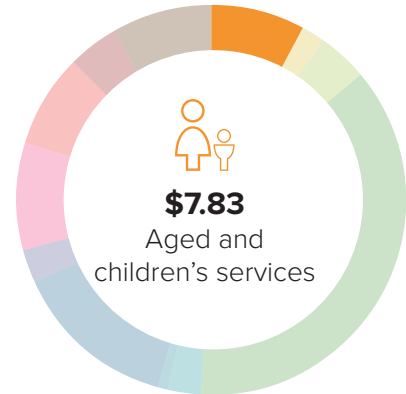
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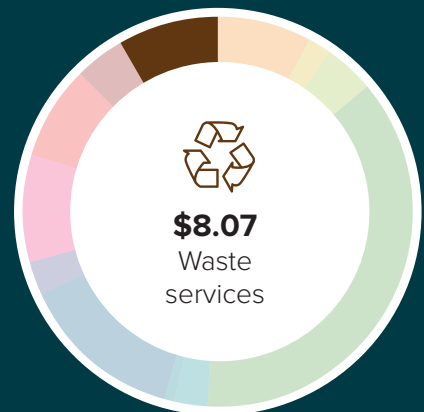
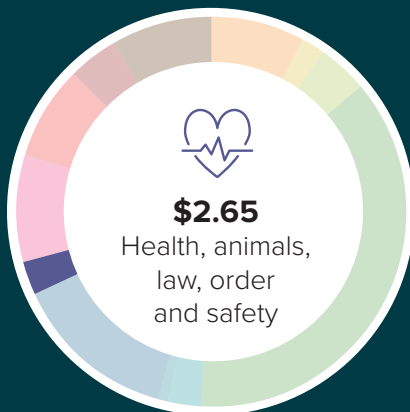
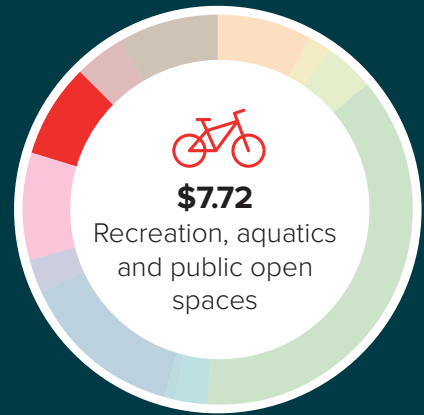
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WHERE YOUR RATES WERE SPENT IN 2019/2020

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

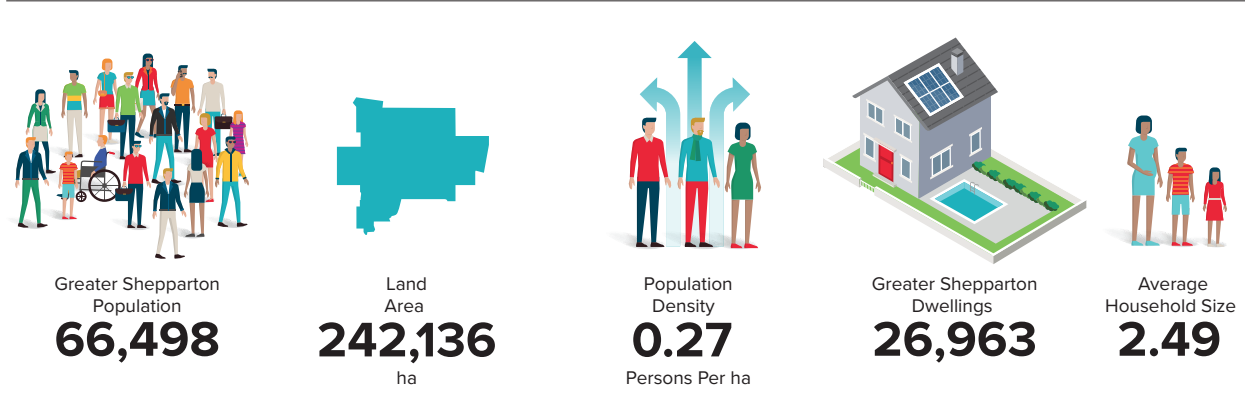
To serve our community
through providing leadership,
making decisions, and
advocating for equitable
services and infrastructure.



PART ONE: OVERVIEW

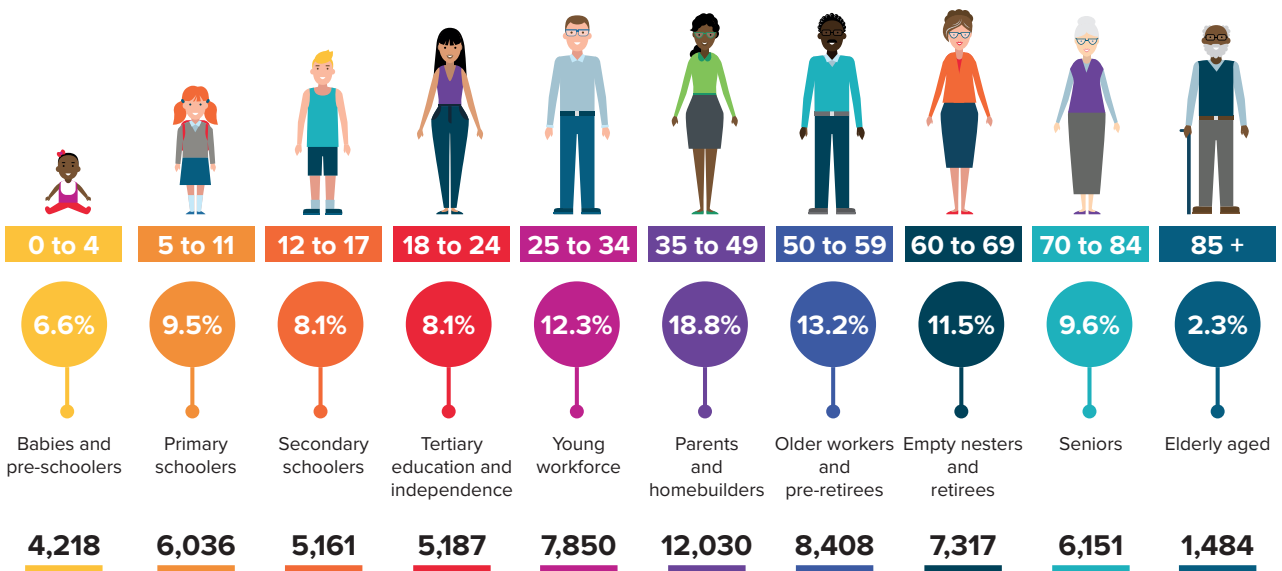
About Greater Shepparton

Location



Population

Total population 66,498



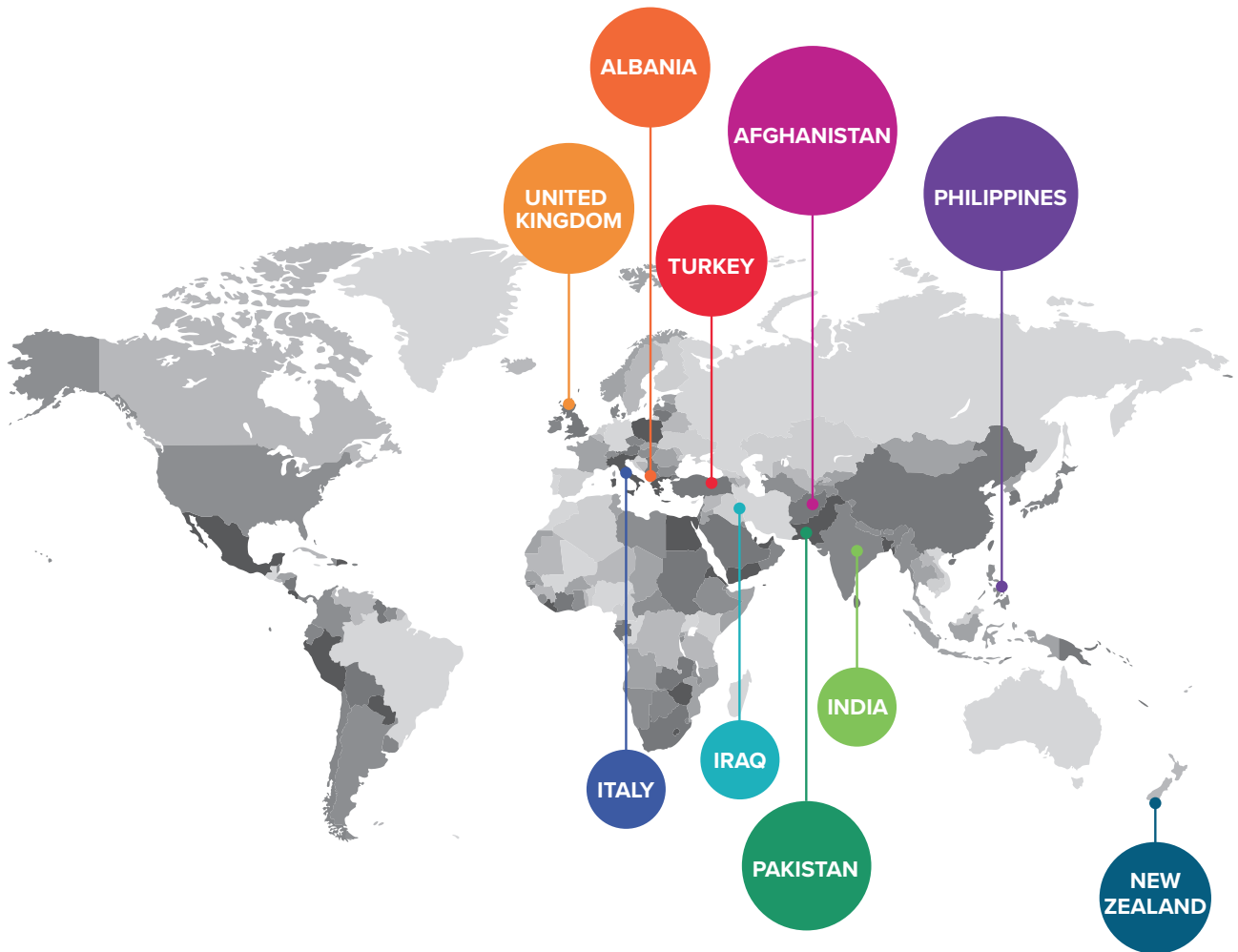
Higher proportion of children (under 18) and a **lower proportion** of persons aged 60 or older compared to Regional VIC.

1,484 people over the age of 85, with largest age group being 5 to 9 year olds.

27.8% of households were made up of **couples with children.**

The population forecast for 2020 is **68,900**, and is forecast to grow to **83,234** by 2036.

Diversity



3.4%
of Greater Shepparton's population identify as **Indigenous** or **Torres Strait Islander**.

14.9%
of people were **born overseas**, compared with **11.0%** in Regional VIC.

14.6%
of people spoke a **language other** than **English** at home.

3,829
people (or 6% of the population) reported needing **help** in their day-to-day lives due to **disability**.



Education and Child Care



36.1%

of people aged over **15 years** had completed **Year 12** schooling (or equivalent).



15

long day care facilities and Family Day Care.



17

Council run kindergartens.



26

primary schools.



1

secondary school with 3 campuses.



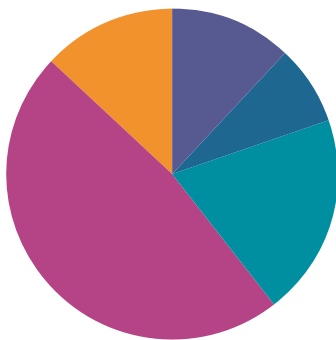
2

Private and Catholic secondary schools.



3

tertiary education providers.



● Bachelor or Higher degree	6,241	12.2%
● Advanced Diploma or Diploma	3,950	7.7%
● Vocational	10,165	19.9%
● No qualification	24,146	47.2%
● Not stated	6,622	13.0%



Liveability



Median house valuation of **\$292,696**
\$377,365 lower than the median house valuation for Victoria.

Median unit valuation of **\$218,672**
\$307,512 lower than the median house valuation for Victoria.

Median house rental of **\$300**
\$100 lower than the median house rental for Victoria.

Median unit rental of **\$240**
\$159 lower than the median house rental for Victoria.

Economy



Gross Regional Product is estimated at **\$3.60 billion**, which represents 0.81% of the state's GSP (Gross State Product).



Manufacturing had the largest **total exports** by industry, generating **\$1,048 million** in 2018/19.

Manufacturing had the largest **total imports** by industry, generating **\$1,126 million** in 2018/19.



Construction had the highest local sales, generating **\$864 million** in 2018/19.



Value of **building approvals** was **\$334 million** in the 2019-20 financial year.



Health Care and Social Assistance most productive industry, generating **\$469 million** in 2018/19.

Industry - total registered businesses 2019	Number	%
Agriculture, Forestry and Fishing	1362	21
Construction	978	15.1
Rental, Hiring and Real Estate Services	647	10
Professional, Scientific and Technical Services	473	7.3
Financial and Insurance Services	428	6.6
Transport, Postal and Warehousing	405	6.2
Health Care and Social Assistance	377	5.8

Agriculture

- In 2015/16, the total value of agricultural output was \$566m.
- The largest commodity produced was other fruit (apples, pears stone fruit), which accounted for 38.6% of total agricultural output in value terms.

Value of agricultural production



Visitor Economy



NOTE: Statistics quoted in these sections have been sourced from the Australian Bureau of Statistics. <https://profile.id.com.au/shepparton/home>



THANK A FARMER
NEIT

Employment



More residents worked in **health care** and **social assistance** than any other industry.

More professionals than any other occupation.

26,978 people were **employed** 60% worked **full-time** and 37% **part-time**.

6% of the population earned an income of **\$1,750 or more** per week.

20.6% of the population reported doing some form of voluntary work.

Industry - total registered businesses 2019	Number	%
Agriculture, Forestry and Fishing	1362	21
Construction	978	15.1
Rental, Hiring and Real Estate Services	647	10
Professional, Scientific and Technical Services	473	7.3
Financial and Insurance Services	428	6.6
Transport, Postal and Warehousing	405	6.2
Health Care and Social Assistance	377	5.8



BU BELİRTİLERE SAHIPSENİZ TEST YAPTIRIN



Ateş



Burun akması



Boğaz ağrısı



Öksürük



Titreme veya terleme



Nefes darlığı



Koku veya tat alma duyusu kaybı

MESAFELİ

KALMAK BİR ARADA

OLMAMAZI SAĞLAMAKTADIR

Nerede test edileceğini öğrenmek için
coronavirus.vic.gov.au/turkish adresini ziyaret edin



COVID-19 Impact & Council's Response

Council has a role in Emergency Management in our municipality. In an emergency Council supports other agencies and assists in recovery. Council has an Emergency Management Working Group to oversee these actions and a Municipal Emergency Management Plan which provides the guidelines. A Pandemic Plan was developed as a subset of the Greater Shepparton Municipal Emergency Management Plan which was implemented at the start of COVID-19. The overall objectives of the Pandemic Plan are to:

- Assist in reducing the impacts of the pandemic on the Greater Shepparton region.
- Support containment strategies through accurate, timely and coordinated communication and community support.
- Provide support and recovery assistance throughout the duration of the pandemic.
- Ensure response activities are consistent across all organisations.

In an emergency the Mayor is the spokesperson for Council, providing support, leadership and information to the community.

Pandemic Working Group

A Pandemic Working Group was established from Council's Emergency Management Working Group which focused solely on dealing with enquiries, providing practical assistance, developing information and guiding directions for safe operations of Council services along with the Business Continuity Team.

Speciality roles were allocated to ensure that segments of the community with greater need were looked after. The website was updated to cater for information specifically related to COVID and an e-newsletter quickly established to keep the community informed along with a variety of other communication methods. In addition translations of information were made available to our multicultural community and a specific youth campaign implemented through Word and Mouth

to drive home the message. Council worked with many other organisations such as GV Health, The Ethnic Council, DHHS, VicPol and Uniting to develop co-ordinated messaging and actions including a TV advert with messages from the Mayor, Cr Seema Abdullah, Chief Medical Officer, John Elcock and Ethnic Council's Sam Atukorala.



Economic Response Packages

Council's first Economic Response Package – Stage 1, was introduced on 31 March 2020 to provide immediate relief, initiating a suite of 21 targeted measures valued at \$1.5 million. The Package offered direct funding relief and provided actions to strengthen the on-going resilience and capacity within the community, as well as enabling Council to be more agile in its planning, processing and delivery of services.

The Stage 2 Economic Response Package was introduced in June 2020 with a \$2m provision focused on business and economy, our community, our visitor economy and events. It included continuing advocacy to State and Federal governments to fund major initiatives designed to stimulate our economy and speed up the recovery process.

COVID-19
**KEEP 1.5 METRES
FROM OTHERS**

www.greatershepparton.com.au



Stockdale & Leggo

oh!

TRANSAD

Stockdale & Leggo

58313812

Maintaining important services

The Business Continuity Team has a role to determine how Council's services would continue to operate during this time. The BCT ensured that essential services were maintained a robust decision making process for all services and facilities aligned with State and Federal government requirements.

Council's mandate was to provide the same level of excellent customer service prior to restrictions by adapting and meeting the needs of our community, albeit in a different way. The Customer Service team were able to look after enquiries via phone, email and social media and have dealt with 954 COVID related calls from January to June. Council also received 1307 enquiries about COVID from January to June.

Communication was a critical activity to keep our community informed and reassured. A new website section was created to deal specifically with all things COVID related. Council already had well established means of communicating to residents through media, social media and advertising. During the pandemic the reliance on social media as a legitimate and important means of communicating was highlighted. Not only did Council share regular government updates we created our own bespoke communications to our diverse community including translations, strong visual messaging and specific demographic campaigns using social media and e-newsletters as well as outdoor advertising, taking the messages to where our communities were located. From March to the end of June the success of social media was evident:

- Direct Messages – 20
- Amount of posts – 176
- Reach – 597,281
- Engagement – 65,346
- Video Views – 56,400

In addition, Council's child care services continued to operate to ensure that essential workers and families who needed the service could continue in their employment. Child care workers have been the hidden heroes of the pandemic, maintaining a high quality service and adapting to the hygiene and extra responsibilities of their jobs.

Likewise Maternal and Child Health nurses continued their important work with babies and new parents, ensuring they received the important guidance and assurance needed with an addition to the family. Some of this work was done remotely but appointments face to face continued. Online playgroups were set up allowing isolated new parents the opportunity to remain connected with each other.

As a vital service, immunisations continued along with the sharps disposal service which changed to be a collection rather than drop-off service ensuring vulnerable people did not have to leave their homes.

Council's outdoor staff also continued their work to maintain Greater Shepparton's parks, gardens, roads and other infrastructure. Maintenance on assets has been undertaken while many facilities were closed. Public toilets remained open as did the Botanic Gardens at Kialla, providing another popular place for exercise and exploration.

The Resource Recovery Centres, waste collection, the saleyards, the animal shelter, community rangers and building and planning permits were able to continue with modifications to the way they operated.



Working for Victoria

Greater Shepparton was successful in obtaining funding from the State Government for 204 positions under the Working for Victoria initiative which provides employment for those impacted by COVID-19 and looking for work. Jobs were diverse with many outdoor positions available. These included:

- Administration
- Arboriculture
- Building, refurbishment
- Cleaning
- Concreting
- Digital media
- Landscaping
- Litter removal and cleanup
- Maintenance
- Marketing and communications
- Painting
- Parks and gardens
- Project work
- Road works
- Sportsground maintenance
- Fleet and stores support
- Vehicle cleaning

Whilst not all positions were filled at the time of publication, Council is encouraging the community to register and apply for a position if they are seeking work.



Art & Culture, Tourism & Events

Greater Shepparton is the vibrant heart of one of Victoria's most diversified tourist destinations, with always something new to discover. There is a strong commitment to art and culture, due in part to a long history of art from the Aboriginal community and a large multicultural population. The Shepparton Art Museum (SAM) has provided touring and ever-growing exhibitions of ceramics, indigenous and contemporary art since 1936.

The arts scene up until COVID-19 was thriving with regular traveling performances, exhibitions and artists visiting the region. Riverlinks was bringing touring programs and community performances into the Eastbank and Westside Performing Arts Centres and into smaller towns. In March 2020 with the first pandemic restrictions introduced all performances were postponed. Not to be deterred the innovative Riverlinks staff devised a series of live streamed concerts with regional musicians titled "Riverlinked Live". The success of the series was evident with an audience of 48,713 through Facebook and 465 on the website over eight performances. Visit Victoria even shared the live streaming one of the sessions.

Likewise SAM was impacted by the COVID-19 restrictions, with limited visitor numbers and closure of the galleries. The staff decided that if people couldn't come to the art then the art would be taken to the people. A series of online workshops, gallery tours, artist talks and activities were developed and provided on the website and social media. So SAM's collection of contemporary and Indigenous art and one of Australia's leading ceramics collections was still able to be 'visited'.

The Visitor Centre continued to deliver information services with some modifications to interactions, assisting locals and permitted visitors with advice regarding travel and recreational activities during ever-changing COVID restrictions, and up to date information on trading arrangements for attractions, accommodation and dining.

Not impacted by COVID-19 was the award-winning Aboriginal Street Art found across Shepparton's CBD in laneways, on the Eastbank building and the State Government building, both in Welsford Street. Street art continues to grow in popularity with several new murals appearing over the last 12 months.

And who can miss the well-known Moooving Art herd scattered across Greater Shepparton to brighten streets and major buildings. The herd continues to grow and will resume its role to be a significant attraction to visitors once COVID-19 restrictions ease.

Other annual festivals and events were cancelled or postponed to 2021 due the impact of COVID-19. The effect on the economy was immediate and will become more known with the next report on tourism and visitor numbers.

Hospitality & Retail

Likewise our thriving hospitality industry was severely impacted but being the resilient and innovative community that we are, many restaurant and café businesses quickly adapted to provide a different service – online ordering, takeaways and delivery – setting up a new standard that will possibly continue past COVID-19.

The impact on retail was also severe with many bricks and mortar small businesses having to compete with well-established online shops. As people retreated to staying home during restrictions the convenience of online shopping became even more important. We are yet to see the long term effect on retail but there is no doubt it will change the way people shop into the future.

Health and Wellbeing

Aquamoves, like all fitness centres in the region, closed the doors then opened to limited numbers then had to close again as restrictions were implemented for the second time. Not to be dissuaded from connecting with their community the team adapted to online workouts and resources that helped people continue on their fitness journey. It was widely recognised that health and wellbeing was of critical importance

during the pandemic and Aquamoves, along with a couple of other gyms focused on looking after the community, free of charge. In addition, people took to our extensive shared path network and natural bushland to walk, run, cycle and share exercise time with family. Outdoor training became a necessity with gyms closed and our very popular Victoria Park Lake became the site of small group training and one-on-one sessions.

Other council facilities such as the Stadium, KidsTown, playgrounds, skateparks and outdoor gym equipment were closed to minimise the spread of COVID-19 and in compliance with government restrictions.

The other major impact has been more isolation and disconnection for many people, particularly those living alone or with health issues. The vulnerable became a focus for Council who worked with other agencies and organisations to ensure they received regular support and contact. Council continued the Meals on Wheels service and staff assisted at Food Share to make sure they were staffed well enough to cope with the increasing demands on their service. Anecdotal evidence points to more people using help lines and accessing counselling services and the long term impact on the wellbeing of our community may be felt for years to come.





Pandemic Plan and Working Group **established**

Greater Shepp Update **COVID e-newsletter** created

Community Grants COVID focussed

COVID relief packages 1 & 2 released

Greater Shepparton Response to COVID launched

Webpages on the **Pandemic** set up

Shared path use doubled during COVID

Aquamoves **online fitness sessions**

Quick Response Grants for **60 local businesses** in Stage 1



**Stronger
Than Ever
Together**

Campaign for local
businesses
launched

Free COVID-19
webinars for **local
businesses**

SAM **virtual
tours** and
workshops

Online
Maternal and
Child Health
sessions

**Riverlinked
Live**
performances

Work for Victoria
funding for
200 jobs

Translated
resources for
**multicultural
community**

**Virtual
playgroups**

\$125,000 in
**Visitor Economy
Grants** available

Community
Grants for **arts,**
sports and
community

**Stage 2 Economic
Response**
announced 29 new
measures



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 and industry development
- Food safety regulation programs
- Greater Shepparton Business Centre
- Investment Attraction
- Parking permits and enforcement
- Shepparton Show Me
- Support for energy efficiency upgrades
- Tourism
- Trading permits
- Visitor Centre
- 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 Seema Abdullah Mayor	2016
Cr Dinny Adem Deputy Mayor	June 2014
Cr Bruce Giovanetti	2016
Cr Chris Hazelman	1997
Cr Kim O'Keeffe	2016
Cr Les Oroszvary	2012
Cr Dennis Patterson	2012
Cr Fern Summer	2012
Cr Shelley Sutton	2016



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.

**Director
Community**

Kaye
Thomson

**Director
Corporate
Services**

Chris
Teitzel

**Chief
Executive
Officer**

Peter
Harriott

**Director
Infrastructure**

Phil
Hoare

**Director
Sustainable
Development**

Geraldine
Christou



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 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 Corporate Services

Chris Teitzel

Certified Practising 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 also a current Director and the Company Secretary for Shepparton Art Museum Limited and is a member of the Goulburn Valley Football Netball League's Audit and Risk Committee.

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 Reporting
 - › Rates & Revenue
 - › Accounting Services
 - › Financial Analysis
- Information and Communication Technology
 - › Application & Development
 - › Systems Infrastructure
 - › System Centre Services & Support
- Corporate Governance
 - › Information Management
 - › Contracts & Procurement
 - › Risk & Assurance
 - › Governance
 - › Corporate Planning
- Communications and Engagement
 - › Customer Service
 - › Digital Media & Design
 - › Marketing & Communications
 - › Shepparton Show Me
- People and Development
 - › Payroll
 - › People & Workforce
 - › Learning & Development
 - › Occupational Health & Safety

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 and successfully completed the Australian Institute of Company Directors course in 2019.

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

There has been a decrease in the workforce of approximately 5.75 per cent with the biggest impact within the Community Directorate. This has been due to State directed changes to Council provided Aged Care and Assessment services. There have also been a number of departments which have moved from the Corporate Services Directorate to the Sustainable Development Directorate which accounts for a shift in Directorate total FTE.



Employment breakdown by gender			
	329	592	921
Employment by gender - full time, part time and casual staff			
Full time	220.00	152.00	372.00
Part time	7.15	123.87	131.02
Casual	13.55	32.00	45.55
Total	240.70	307.87	548.57
Employment by organisation structure and gender			
Office of the CEO	1.00	1.00	2.00
Corporate Services Directorate	30.84	59.01	89.85
Community Directorate	24.54	167.23	191.77
Infrastructure Directorate	155.41	25.98	181.39
Sustainable Development Directorate	28.91	54.65	83.56
Total	240.70	307.87	548.57
Employment by bands and gender			
Band 1	1.34	3.21	4.55
Band 2	10.32	6.14	16.46
Band 3	85.46	44.41	129.87
Band 4	32.18	86.98	119.16
Band 5	36.17	62.69	98.86
Band 6	28.00	26.22	54.22
Band 7	19.84	29.18	49.02
Band 8	9.00	2.00	11.00
Other	18.39	47.04	65.43
Total	240.70	307.87	548.57

Organisational chart as of 30 June 2020



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.

Negotiations commenced for a new Enterprise Agreement in October 2019 in preparation for its expiry date however were interrupted by the COVID-19 Pandemic. Negotiations resumed and will continue through 2020. Until such time as a new Agreement is approved by the Fair Work Commission, the current Agreement remains in place.

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. Whilst some learning events continue to be provided face to face Council has also implemented a new Online Learning Platform which enables staff to continue their professional development remotely. These opportunities include Inductions, Microsoft Training, COVID-19 Awareness, Asbestos Awareness or Time Management Training, with new courses being added every week.

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. Council signed up to the Algabonyah Agreement in 2016 which aimed to have a two per cent Indigenous workforce by 2020. This figure was achieved in July 2019, therefore Council's new goal is for a 5% Indigenous workforce by 2022. In order to achieve and maintain this figure Council is focussing on actions within its Reconciliation Action Plan and has employed an Aboriginal Engagement Officer within the Community Wellbeing department who will assist People and Development to improve employment opportunities and pathways into Council and help Council provide a culturally safe work environment.

Impact of COVID-19

2020 so far has tested Greater Shepparton City Council's employees like no other – beginning with assisting with the Bushfires that affected our fellow Councils, to the arrival of the COVID-19 Pandemic. The largest number of staff affected through the Pandemic have been Active Living staff who were unable to perform their normal duties due to the forced closures of certain work places, including the Shepparton Stadium, KidsTown and Aquamoves. Other areas affected included staff providing Riverlinks services, Aged Care Programs, School Crossing Supervisors and initially some Child Care Centres. All other areas within Council have continued to deliver their services to the Community and have adapted to work flexibly whilst under State restrictions. Council has acted quickly during this Pandemic to implement a safe working environment for staff, to assist staff to work from home where possible and to redeploy into other jobs those staff who had to be stood down due to having no meaningful work to do.

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 2019/2020 after more than 20 years:

- Jason Watts – 20 Years
- Sharlene Still – 20 Years
- Simone Cordy – 20 Years
- Chris Widdicombe – 21 Years
- Julie Muir – 21 Years
- Karen Franklin – 22 Years
- Peter Boschetti – 34 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 2019-2020 financial year are detailed below:

5 Years

Alison Greenwood
Anne-Marie Michaelson
Ben Maude
Bryden Squire
Callum McIlfatrick
Cassie Sullivan
Craig Charles
Chris Molyneaux
Chris Teitzel
Christopher Roden
Damien Squires
Daniel Campbell
Darcy Aitken
David Atley
Diane Telford

Ebony Woolstencroft
Figen Altikulac
Fiona Lowden
Isabella McLeod
Jacqueline Napolitano
Jacqueline Noonan
John Houkes
Jorja Bourke
Julie Goodwin
Katherine Bruinier
Kelly Ryan
Klodiana Skerma
Kristy McIntyre
Leanne Flasz
Marisa O'Halloran

Marni Thomson
Matenga Bisimwa
Melanie Spokes
Paul Spiegler
Raquel McDonald
Robert Wilson
Sally-Ann Smith
Savannah Bergamin
Scott Mather
Sean Good
Steven Babidge
Thomas Van De Berg
Uarda Veis
Vincent Fasano

10 Years

Alan Wright
 Amina Barolli
 Amy Turner
 Anna Feldtmann
 Anne Cowie
 Barry Smith
 Brad Corken
 Brett Merry
 Brian Linehan
 Chris Barnard
 Dylan McIntosh
 Emma Leahy
 Janelle Bunfield
 Jennifer Gibson
 Kate Ceh
 Kim Bussell
 Kim Mansell
 Linda McKenzie
 Pauline Marslen-Neil
 Raelene Ferrari
 Sally Ann Coates
 Tracey Mercuri
 Vanessa Curry
 Zoe Lancaster

15 Years

Belinda Collins
 Beverley Bell
 Bill Hutchinson
 Dale Anwyl
 Debbie Harvey
 Debbie Stanton
 Jennifer Scandolera
 Jess Watt
 Kylie Knight
 Mark Little
 Maureen Harman
 Megan Birks
 Mikey McCorry
 Rebecca Jeffers
 Rebecca Linnett
 Sally Rose
 Tanya Roberts
 Toni Leader
 Wayne Long

20 Years

Claire Sprunt
 Desmond Good
 Garrie Scott
 Grace Ganino
 Katie Wallace
 Kaye Cooper
 Neil Meka
 Sharlene Still
 Simone Cordy
 Stephen Damon
 Tania Lowe

25 Years

Deb McMahon
 Kerry McMaster
 Lisa Eade
 Leeanne Archer
 Sharlene Putman
 Steve Cowland
 Valerie Lancaster

30 Years

Charles Rendina (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. Council's My Lifestyle program which promotes health and wellbeing amongst staff has been affected by COVID-19 this year with many planned initiatives unable to take place due to social distancing restrictions and a ban on public gatherings. However lots of information has been made available to staff who are either working remotely or are unable to access their usual mode of exercise to ensure staff are continuing to look after their physical and mental health.

These include:

- Sit Stand Desks offered to staff who have a proven medical requirement or work in a mainly sedentary role
- Promotion of local walk and bike trails, fitness and wellbeing apps
- Promoting Mindfulness through EAP provision, positive wellbeing posters and a monthly Wellbeing Magazine
- YouTube fitness videos provided by Aquamoves Instructors
- An increase in online health and wellbeing training for all staff such as Resilience Training, Stress Management, Mental Health First Aid, Manual Handling and Ergonomics.

Council also celebrated Men's and Women's Health Week in the earlier part of year 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, a Counsellor from Converge International and an internal staff member who specialises in Nutrition.

Topics included Prostate and Bowel Cancer, Men's Health at various ages, benefits of using an Employee Assistance Program, Sleep and its effect on mental and physical health, Mindfulness Meditation, Nutrition and hidden sugars, and general physical health. These sessions are proving to be increasingly popular year on year and show how committed both Council and staff are to health and wellbeing.

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 2019 and June 2020 was 3.9 per cent in comparison to the Public Administration/ Government benchmark of 7.7 per cent.

The information provided by Converge International for the July 2019 to June 2020 period indicates the following:

- The gender ratio shows that 85 per cent of EAP clients during this period are female, 15% are male.
- 2 clients preferred not to state a gender.
- This is a slight increase from last year where 78% of the clients were female.
- 33% of clients were in the 40 – 49 age group.

During this period 132 appointments were utilised with each client receiving a maximum of four appointments per issue (Note some clients may have contacted EAP more than once for a range of issues). Face to Face appointments account for 54.5 per cent, with 45.5 per cent of clients receiving assistance via telephone or Live Chat consults.

	JULY 2019 – JUNE 2020	%
Work issues	7	19
Personal issues	23	64
Family assist	6	17
Total number of new referrals	36	

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. Work is progressing through a three year OHS Implementation Plan which 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.

A new format for OHS Committees has been introduced which includes a quarterly Directorate OHS Committee attended by all Directorate Managers and Health and Safety Representatives and then a bi annual Strategic OHS Committee attended by all Directors and chaired by the CEO. This format enables improved engagement at all levels of Council staff and ensures a more strategic overview and application of the safety culture within Council

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 four Standard Claims have been lodged and eight Minor Claims.

POLICY YEAR	CLAIMS SUBMITTED	STANDARD CLAIM STATUS OPEN
2019	12	2
2018	19	2
2017	9	1
2016	14	1
2015	5	1
2014	5	0

Further work done to reduce claims costs and the Work Cover premium has seen both areas halve in the past financial year.



Volunteers

Council acknowledges that volunteering is an investment in our community. It strengthens the fabric of our society, provides 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.

Council has more than 540 volunteers across more than 11 departments/programs. Some of the Council programs and departments that utilise volunteers include:

- Active Living Department - Twilight Stroll, KidsTown and KidsFest
- Events and Tourism Department - general events and the Visitor Information Centre
- Neighbourhoods Department - Community Planning Committees, Meals on Wheels, Social Connections, Street Rider, Section 86 Committees
- Riverlinks - ushers and technicians for performances at Eastbank and WestSide
- Sustainability and Environment Department - revegetation activities

Council also facilitates the Volunteer Managers Network. External to Council, the Volunteer Managers Network consists of volunteer managers, coordinators and volunteer organisations from across the municipality. Network members share resources to explore, evaluate, and enhance the function of volunteering and volunteer management. The Network consists of more than 40 organisations.

Greater Shepparton Volunteer Strategy and Action Plan 2019-22

Council's work in the volunteer space is guided by the Greater Shepparton Volunteer Strategy and Action Plan 2019-2022. The 2019-20 financial year has seen a focus on continuing the delivery of the actions contained in the Strategy and Action Plan. The aim of the Strategy and Action Plan is to 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 Strategy and 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

Some highlights of the work driven by the Strategy and Action Plan for the 2019-20 financial year include:

- Revitalisation and expansion of the External Volunteer Managers Network
- Exploration of topics for professional development sessions for volunteer managers
- Research into possible volunteer management software to enable Council to better recruit, manage, retain, and acknowledge volunteers
- Exploration of a real time network to enable the sharing of information, resources, and opportunities for volunteer managers

Greater Shepparton Volunteer Recognition Awards

Council recognises volunteers within the municipality through the Greater Shepparton Volunteer Recognition Awards. These awards are usually held annually during National Volunteer Week in May. This year, due to the COVID-19 pandemic, the awards ceremony will be held virtually in late September 2020. Despite and because of the pandemic, Council and the wider volunteering community felt it was vital to ensure volunteers were still recognised for their efforts and contributions.

2020 is the tenth year of the Greater Shepparton Volunteer Recognition Awards. This year 21 nominations were received across the five categories of:

- Female Volunteer of the Year
- Male Volunteer of the Year
- Youth Volunteer of the Year
- Volunteer Team of the Year
- Long Serving Volunteer of the Year

COVID-19 delayed the volunteer awards being held until late September 2020. The winners will be recognised in next year's Annual Report.

The changing landscape of volunteerism

The 2019-20 financial year and the occurrence of the COVID-19 pandemic has seen dramatic changes to volunteerism inside of Council, externally, and across Victoria. The pandemic has meant many volunteers have paused their volunteering activities and many organisations that utilise volunteers have temporarily stood down volunteers due to increased risks. It remains to be seen what effect the pandemic will have on the retention of volunteers and the resulting impact on the delivery of services provided by volunteers.

Council will continue to facilitate the Internal and External Volunteer Managers Networks and remains committed to understanding the changing landscape of volunteering across the municipality. Council will also continue to ensure its Volunteer Policy aligns with the National Standards of volunteering.

GREATER
PARTON

5



ces ROAD

TIVAL



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PART TWO: PERFORMANCE REPORT

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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 third 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	TARGET	ACTUAL	OUTCOME
Adjusted underlying surplus (or deficit) as a percentage of underlying revenue ¹	2%	1.75%	✗
Community satisfaction with community consultation and engagement	54%	54%	✓
Community satisfaction with council decisions	49%	52%	✓
Community satisfaction with level of advocacy	50%	54%	✓
Community satisfaction with services	64%	67%	✓
Council decisions made at meetings closed to the public ²	5.00%	1.54%	✓
Councillor attendance at council meetings	90%	92%	✓
Current assets as a percentage of current liabilities	150%	157%	✓
Customer responsiveness	72%	72%	✓
Loans and borrowings as a percentage of rates ³	40%	19%	✓
Municipal HWB Implementation Plan reported annually to DHHS	100%	100%	✓
Overall Council Direction	49%	57%	✓
Overall performance community satisfaction rate	50%	62%	✓

¹ Adopted Budget was -2.7%. Improved result influenced by early receipt of 50% of 2020/2021 Federal Financial Assistance Grant funds.

² 3 out of 194 Council decisions were made at meetings closed to the public for the 2019-20 reporting year.

³ No borrowings were utilised in 2019/2020.





Council supports
16 Days of Activism
against gendered
violence

Australia Day
awards for
deserving locals

Draft
**Shepparton
Mooroopna 2050
Regional City
Growth Plan**
released

**Smoking cleansing
ceremony**
at Welsford Street Council
offices located on a site
of **Aboriginal cultural
significance**

**Township
Framework plan**
endorsed for Congupna,
Dookie, Katandra West,
Merrigum, Murchison,
Tallygaroopna, Tatura,
Toolamba/Old Toolamba
and Undera

**Shepparton
Health and
Tertiary Education
Precincts Action
Plan** adopted

Cr Seema Abdullah
elected Mayor
October 2019

SOCIAL

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



Objectives:

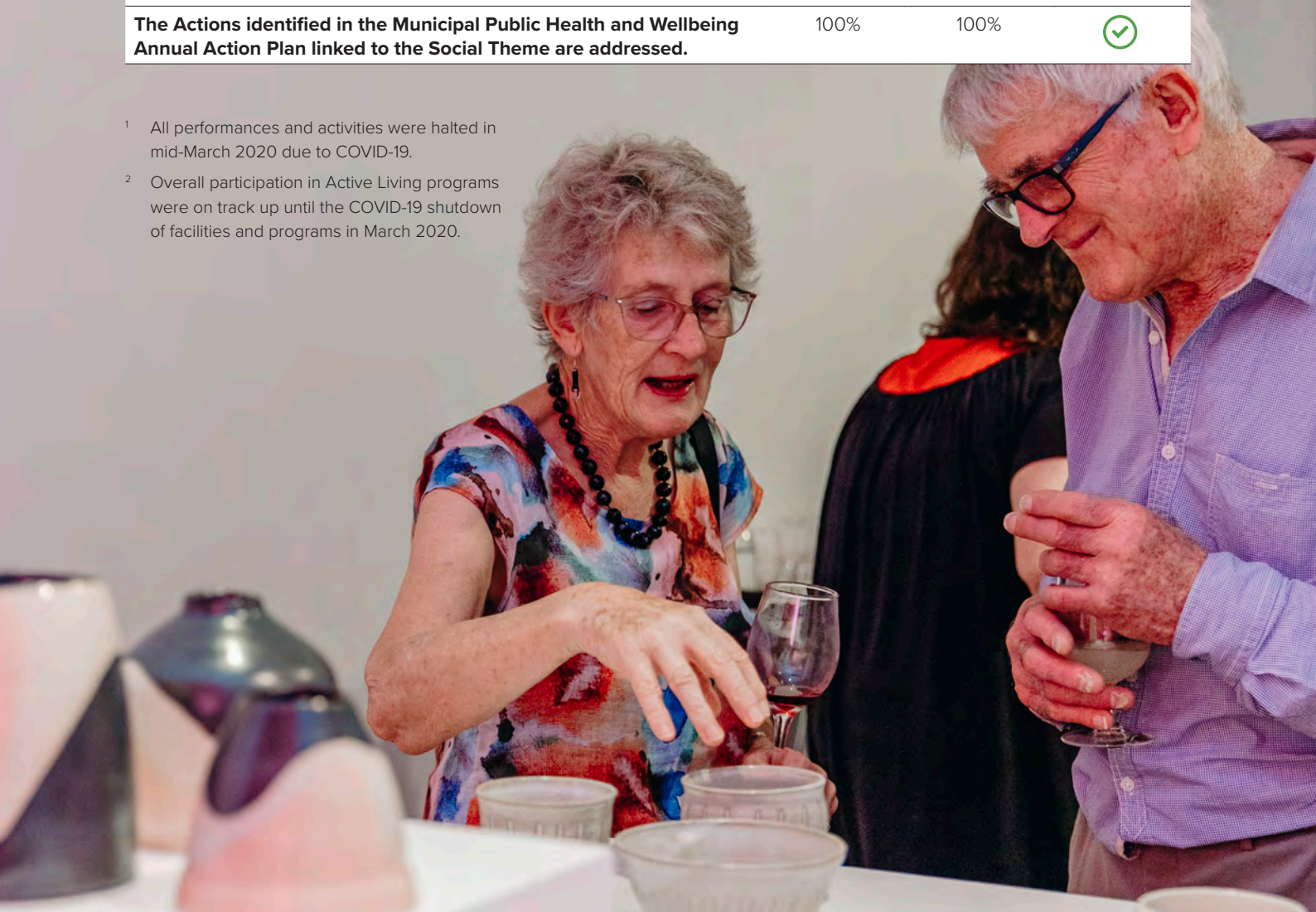
- 2.1 Greater Shepparton is a welcoming, inclusive and safe place for all.
- 2.2 Our community is supported to achieve and sustain physical, emotional and spiritual health and wellbeing.
- 2.3 Lifelong learning is valued and fostered in our community.
- 2.4 Social and cultural, educational and employment 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	TARGET	ACTUAL	OUTCOME
Active library members in municipality	18%	10%	✘
Compliance with Home Care Standards	100%	100%	✔
GSCC to achieve 2% indigenous employment by 2020 as per the Algabonyah Agreement	1.60%	2.30%	✔
Immunisation coverage rate	93%	94%	✔
Number of people attending performing arts events ¹	47,725	29,468	✘
Number of people attending SAM	33,200	34,914	✔
Number of people cycling to work within Greater Shepparton	704	505	✘
Number of people that participate in Council-run Active Living programs ²	737,500	540,029	✘
Participation in the Maternal & Child Health (MCH) Service	80%	80%	✔
Participation in the MCH service by Aboriginal children	65%	88%	✔
The Actions identified in the Municipal Public Health and Wellbeing Annual Action Plan linked to the Social Theme are addressed.	100%	100%	✔

¹ All performances and activities were halted in mid-March 2020 due to COVID-19.

² Overall participation in Active Living programs were on track up until the COVID-19 shutdown of facilities and programs in March 2020.





32 local activities held for **Victorian Seniors Festival**

Culture Corner by Syrian, Sudanese, Afghani, Chinese communities

Word and Mouth hosts **DeadzTown** at KidsTown

Affordable Housing Strategy adopted



Poolpod lift added to Aquamoves indoor pool

St Georges Road Food Festival in 6th year

Furphy Youth Award expanded and presented online

Regional Victoria's **biggest pop culture** event **Nerdmania 2019** held again

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	TARGET	ACTUAL	OUTCOME
Average length of stay per visitor (days)	2.33	2.80	✓
Economic yield from Council events	\$45m	\$56m	✓
Number of employed residents	30,014	31,545	✓
Number of existing businesses Council assists to expand their operations in Greater Shepparton	20	24	✓
Number of local jobs	30,148	33,188	✓
Number of new businesses Council assists to invest in Greater Shepparton	20	22	✓
Reduction in the Greater Shepparton retail vacancy rate	10.35	8.60	✓
The Actions identified in the Municipal Public Health and Wellbeing Annual Action Plan linked to the Economic Theme are addressed	100%	100%	✓
Value of gross regional product	\$2.9Bn	\$3.8Bn	✓
Value of non-residential building approvals	\$48m	\$85m	✓
Visitor numbers increase	974,300	1,327,400	✓







UCI BMX World Cup held in Shepparton

VLine Cup junior competition

Performance Report

Council provides **\$1.375m** for **MOVE**

International Squash Championships held in Shepparton

Hockey Australia hold major event at Sports City



Free timed
off-street
parking
implemented

**SSM Lady
Boss Event**
held with **200**
attendees

**Fryers Street Food
Festival 15,000**
patrons, 57 stall
holders



First **Land of Plenty** music festival held in November 2019

Council awarded **Bronze at RACV Tourism Awards for Local Government**

W-League Football match at Sports City

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.

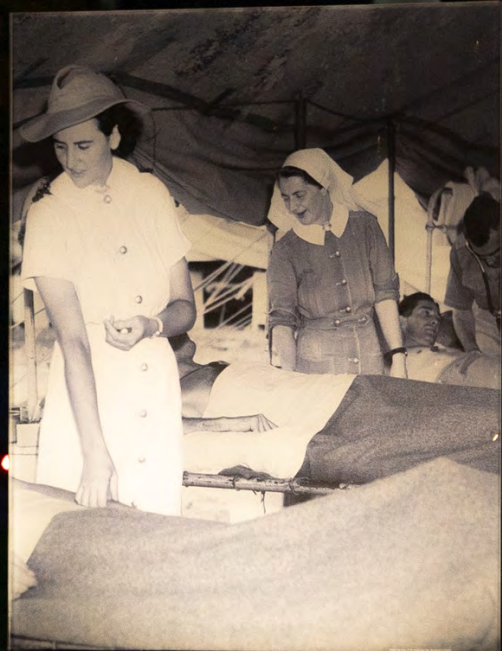
Measures of Success:

MEASURE	TARGET	ACTUAL	OUTCOME
Asset renewal funding as a percentage of total depreciation ¹	100%	71%	✗
Building applications decided within 14 days (for complete applications)	100%	100%	✓
Community satisfaction with condition of sealed local roads	51%	57%	✓
Increase in kilometres of cycling and walking routes in Greater Shepparton	118km	159km	✓
Infrastructure asset defects addressed within relevant intervention period by class of asset	90%	51%	✗
Maturity of Council's asset management practices and processes	1,100	1,087	✗
Number of Federal and ministerial meetings and briefings held per year in advocating for projects, services and programs	10	15	✓
Percentage of capital projects completed at the conclusion of the financial year (based on number of projects)	94%	76%	✗
Planning applications decided within 60 days	79%	76%	✗
Planning applications issued within 10 working days (PPARS)	100%	65%	✗
The Actions identified in the Municipal Public Health and Wellbeing Annual Action Plan linked to the Built Theme are addressed.	100%	100%	✓

¹ Actuals of 71.4% is an improvement on adopted budget of 69.1% Four year average is 89%.



Work progresses on the new **SAM** build



Tatura Museum opens after major upgrade works

Balaclava/Verney/Hawdon/New Dookie Roads **intersection** completed

Central Park Master Plan adopted

Mooroopna War Memorial site upgraded



Received \$8M for **mall redevelopment** for federal government

Heritage Strategy 2019 adopted

New **public toilets** in Tatura

The Flats shared path upgraded

14 Heritage Grants for conservation of significant buildings awarded

Maude Street bus interchange and plaza **completed**

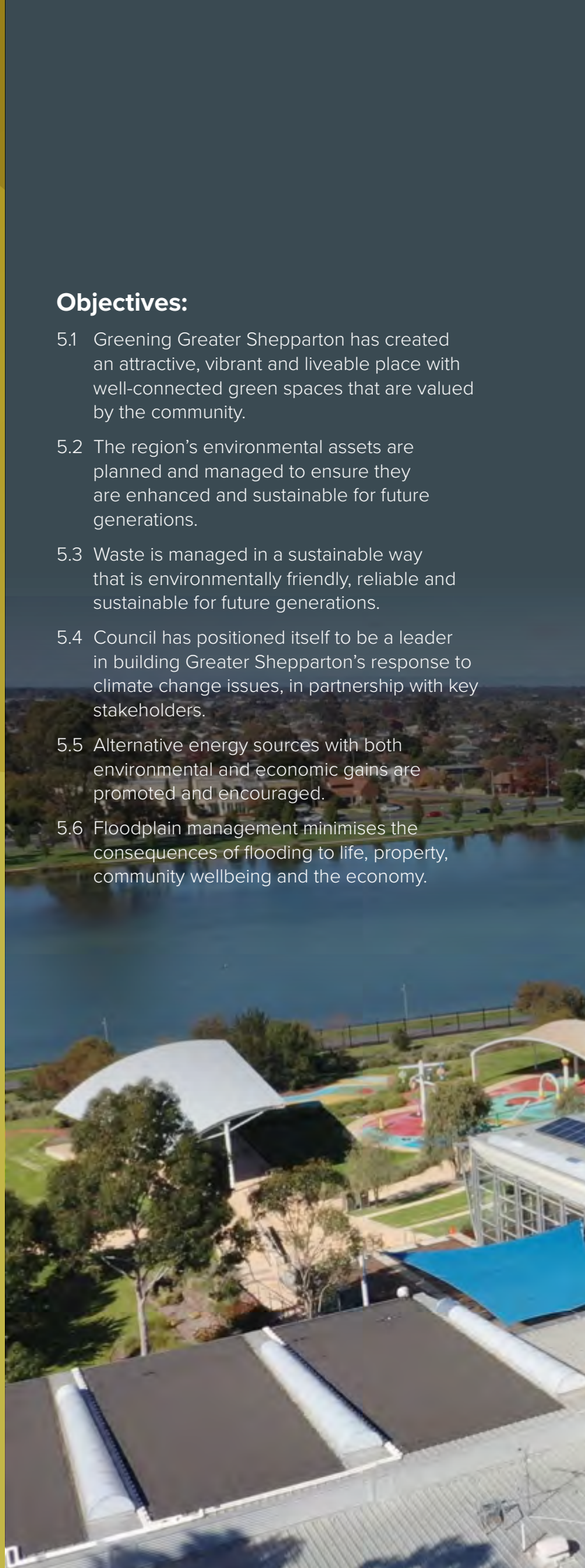
ENVIRONMENT

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	TARGET	ACTUAL	OUTCOME
Improve Council's energy efficiency rating in accordance with the Energy Reduction plan	15%	20%	✓
Kerbside collection waste diverted from landfill	47%	51%	✓
Percentage of Native Vegetation cover (NVC)	7,299Ha	7,300Ha	✓
Percentage of tree canopy cover	25%	25%	✓
The Actions identified in the Municipal Public Health and Wellbeing Annual Action Plan linked to the Environment Theme are addressed.	100%	100%	✓
Trees planted per year (including One Tree Per Child)	19,996	32,379	✓






2750 street trees
planted in 2019

Council declared
a **Climate
Emergency**

1150 trees
planted on National
Tree Day

Electric vehicles
added to Council
fleet





Contamination rates for green organics lowest ever at **0.9%**

Shepparton Statement launched

Solar panels added to Aquamoves and Saleyards



Other Reports

Domestic Animal Management Plan (DAMP)

The Domestic Animals Act 1994 (section 68A) requires every Victorian Council to prepare and action a Domestic Animal Management Plan (DAMP). This is an operational four year action plan that addresses a set of specific objectives having been guided by community consultation including actions aiming to deal with the registration and identification of dogs and cats, nuisance animals, dog attacks, dangerous, declared, guard and menacing dogs in our community, domestic animal businesses, puppy farms and animal welfare issues.

The DAMP includes a number of actions relating to the management of Council's animal shelter located in North Shepparton, including increasing animal adoption and decreasing euthanasia rates. Council's current DAMP builds on the previous two plans and addresses service delivery and animal initiatives for the period 2017-2021. In general terms, the plan targets responsible pet ownership and animal welfare issues.

Council has a very well-trained and experienced animal management team who work towards addressing the action items that make up the DAMP. Following is a list of the major actions that were achieved in 2019/20, by the Animal management team:

- responded to 2,222 requests and reports from the community
- monitored and inspected all declared dangerous, menacing and guard dogs
- monitored and audited all domestic animal businesses
- implemented new puppy farm legislation
- provided a 24hr animal emergency response service
- successfully prosecuted 100% of the dog attack incidents at court
- promptly investigated all animal welfare, cruelty and puppy farm reports
- supported and cared for numerous lost animals
- provided ongoing animal management support at bushfire locations
- increased the number of animals that were rehomed
- continued to decrease euthanasia rates
- issued desexing vouchers to those in need
- worked with dog owners to reduce impound rates

Over the next year the department will continue to work the DAMP throughout its final year. The development of the next DAMP will be completed. A major facility improvement project will be undertaken at the animal shelter and a new fleet of animal transport vehicles will be designed and delivered. The team will continue to work to improving outcomes for animals within Greater Shepparton as well as improving the safety for the community.



Animal Registrations 2010 - 2020

Animal Registration Period	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020
Registered Dogs	9,842	10,135	9,601	10,022	9,488	9,435	8,460	8,897	9,048	7,983
Registered Cats	2,932	2,864	2,683	2,871	2,750	2,764	2,536	2,660	2,899	2,411
Total	12,774	12,999	12,284	12,893	12,238	12,199	10,996	11,557	11,947	10,394

Dog Outcomes 2010 - 2020

Dog Outcome	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020
Impounded	1,127	1,253	1,000	958	818	766	793	809	765	716
Released	518	557	446	515	445	427	458	469	480	461
Rehoused	133	145	193	172	221	267	234	225	211	184
Euthanased	476	551	361	255	143	64	91	115	71	61
% from total	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020
% returned to owner	46%	44%	45%	54%	54%	56%	58%	58%	63%	64%
% rehoused	12%	12%	19%	18%	27%	35%	30%	28%	28%	26%
% euthanased	42%	44%	36%	27%	17%	8%	12%	14%	9%	9%
Total %	100%	100%	100%	98%	99%	99%	99%	100%	100%	99%

Cats Outcome 2010 -2020

Including Feral and DOA	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020
Impounded (include Feral and DOA)	1,358	1,132	1,115	1,174	1,235	1,147	1,343	1,391	1,438	1,269
Released to owner	37	63	62	71	95	64	75	72	77	67
Rehoused	47	65	98	100	335	487	697	817	942	788
Euthanased (include Feral and DOA)	1,274	1,004	955	991	805	596	375	316	155	414
Not including Feral and DOA	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020
Impounded (not including Feral and DOA)	*	*	*	926	919	899	1,147	1,205	1,176	1,055
Released to owner	37	63	62	71	95	64	75	72	77	67
Rehoused	47	65	98	100	335	487	697	817	942	788
Euthanised (not including Feral and DOA)	*	*	*	755	481	348	375	316	155	154

* no data available, DOA – the cat was dead and was collected by the rangers





Environmental Health Report

Registered Premises Management

- Annual registrations processed total: food premises - 673, hair/beauty/tattooists - 161, Accommodation – 50, Caravan Parks – 19.
- Inspections of Class 1, 2 & 3 food premises – total 546 inspections completed.
- Investigation of complaints relating to registered premises activities.
- Temporary Food Premises Management – state-wide Streatrader system – 1,454 permits processed annually.
- Food Act reporting to DHHS and LGPRF reporting on food premises related activity only.

Food Sampling

- 125 samples collected (30 - Class 1 & 95 - Class 2), follow-up of failed samples, education and re-submission, number of failed samples – 21.

Immunisation

- Public sessions for infants and adults – 15 monthly sessions at 12 locations. The number of clients attending council public clinics annually – 1,340, the number of vaccines administered - 2,770. The number of locations has reduced since March 2020 due to COVID restrictions, the Immunisation service has made adjustments to adhere with the restrictions and importantly ensured the service could continue.
- School Immunisation Program – this year provision for year 7 students – 2 visits per annum – 1,995 vaccines administered, Boostrix (Diphtheria, Tetanus & Pertussis) and Gardasil (Human Papillomavirus). Meningococcal Program – Year 10 students – over 630 vaccines provided.
- Immunisation service provided to businesses on request particularly for Flu Vaccinations, over 500 vaccines provided at businesses annually.
- Immunisation record requests – 29 annually, catch-up Immunisation programs prepared annually – 46.

Infectious Disease Management

- Gastroenteritis investigations at institutions eg. Aged Care and Child Care – 11 outbreaks managed this year, reporting to DHHS. Single case investigations as directed by DHHS, 13 cases investigated this year.
- Complaint investigation relating to Nuisances under Public Health & Wellbeing Act, often complex investigations that are managed over weeks/months based on complexity of complaint eg. Odour, noise, spray drift etc.
- Sharps/Syringe Management – free sharps disposal service for diabetic/medical needs (1,350 containers disposed of annually) and collection of dumped sharps in public places (27 reports actioned this year).
- Monitoring public swimming pools and spas for compliance with chemical and micro-biological standards set by the regulations (The Council pools were inspected and samples collected during the summer season).

Mosquito Management Program

- Seasonal program coordinated from November – April each year, 4 adult traps set weekly, trapped mosquitoes sent to Melbourne laboratory for identification and arbo-virus testing.
- Larval monitoring of 130 sites (such as drainage and depression areas) managed over the season, identification and treatment of sites when necessary.

Septic Tank Management

- Permit applications 66 were processed and 172 inspections completed this year and 203 planning and building referrals were actioned.

Tobacco Compliance

- Tobacco retailers – test purchase program – 2 test days completed this year; 55 test purchases undertaken, 2 successful sales.
- Resultant interviews completed with seller/employee and Owners/Managers and warnings issued.



Major Capital Works Report

By the end of June 2020 there were 76 per cent of capital works projects completed - 120 out of 158 projects. Below are some of the main projects completed during the last financial year.

Active Living Renewals	\$178,857
Balaclava-Verney Road Intersection	\$4,699,950
Building Renewals	\$693,580
Safer City Camera Network	\$174,896
Kialla Park Female Friendly Change rooms	\$414,923
Mooroopna War Memorial Upgrade	\$304,634
Kialla Oval Reconstruction	\$523,756
Toolamba Bridge renewal	\$1,026,763
Roads Renewals Project	\$5,432,205
Roads Sealing Program	\$1,935,000
Shade Structures – Arcadia & Kialla	\$84,118
Small Town Recreational Spots	\$222,372
Solar Power Supply Projects – Saleyards & Aquamoves	\$208,825
Ardmona & Shepparton E-Waste Recycling Sheds	\$343,539
McLennan Street Landscaping	\$497,764
Street Trees	\$237,060
Maude Street Stage 1 & 2	\$2,899,706

Below are some of the main projects that were progressed significantly by June 2020 but will be completed in the 20/21 financial year.

Princess Park Lighting Upgrade	\$526,903
Vibert Reserve Lighting Upgrade	\$312,372
Tatura Library Redevelopment	\$1,611,459
Yakka Basin Upgrade	\$1,119,369
New SAM	\$29,168,026
Public toilet Replacement Program – Stuart Mock & Water Tower Gardens	\$436,544

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

The 2017-2021 Greater Shepparton City Council plan highlights a number of key financial principles in particular a focus on financial sustainability.

The challenge is for 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 2018/19, Council reported a Liquidity of 270 per cent which was 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 2019/20 Greater Shepparton City Council recorded a working capital of 150 per cent which is considered low risk. This has been impacted by the early receipt of 50 per cent of the 2020/21 Federal Financial Assistance Grant in 2019/20.

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
- c. borrow responsibly

Environmental Sustainability

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

RiverConnect

The COVID pandemic had a significant impact on RiverConnect's face to face activities from March 2020 but despite this at least 3,000 people connected with the rivers and floodplains through a range of activities and workshops.

Key achievements and highlights:

- Both Revegetation and Weeding targets were achieved.
- Community-led clean up events have removed over 3 tonnes of rubbish from the Goulburn River.
- Ongoing partnership and delivery collaboration with One Tree Per Child which assists to achieve the revegetation target.
- Hosted 53 community engagement events (18 online) with 2966 participants.
- The beginnings of engagement with a new class at GO TAFE, a VCAL class with approximately 20 students who are unable to attend mainstream schooling.
- Renewed engagement with a Home Schooling Network of approximately 8 students.
- A community event held in January to provide community members with an opportunity to do something to help wildlife affected by the 2019-2020 bushfires was a very successful event, with great media coverage and high interest from community participants.
- Excellent engagement on Facebook and Instagram, particularly through the COVID lockdown period: 775 Facebook followers and 273 Instagram followers: 18 online activities ran during lockdown, with 1948 views and 620 likes/comments/shares and completed activities.
- Continued to develop our partnerships with community groups, most notably Cussen Park Advisory Committee and Turtles Australia. With these two groups and trained nest-detection dogs from Latrobe University, Cussen Park was surveyed for turtle nests and taught community members and Council staff how to use nest protection kits, which will prevent cats and foxes from eating turtle eggs. Two nests have been protected in Greater Shepparton this year with nest protection kits funded by the Hugh Williamson Foundation and put together by community members.

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. This interaction has contributed to the declaration of a climate emergency and 2030 Zero Carbon Emission Target by Greater Shepparton Councillors at the March Ordinary Council Meeting.

Solar Installations

Council installed a 99kW solar PV system at Aquamoves and a 50kW system at the Shepparton Saleyards to reduce non-renewable energy consumption at these sites taking the total amount of renewable energy generation on council owned buildings to 424kWh.

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

In the 2019 calendar year, Council and the community planted 20,600 local native plants of 65 different species exceeding the years target by almost 500 plants. 49 different sites throughout the municipality were enhanced to increase habitat for our local wildlife and improve biodiversity.

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.
- Last financial year Council diverted more than 51% of waste from Landfill.
- The waste team have begun work on the introduction of a fourth bin and transition plan to transform the economy into a circular economy in line with State government policy.

Sustainability Grants

Council awarded almost \$6,000 in Community Sustainability Grants. These grants were awarded to groups for lighting upgrades, sustainable gardens and a short film festival.

Goulburn Broken Greenhouse Alliance

Council is a member of the Goulburn Broken Greenhouse Alliance, which is a partnership of 13 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:

- Completed a project to assess a Business Case for main road street lighting to consider options for reducing energy consumption of main road street lights
- Advanced opportunities to procure renewable electricity to supply Council's energy needs through a power purchasing agreement
- Completed 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 purchased 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. In addition, council has also partnered with the Central Victorian Greenhouse Alliance in the Charging the Regions Project which will see public electric vehicle infrastructure purchased and installed in the municipality in the next 12 months.

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 at Kidstown on raising backyard chooks, backyard composting and water-wise gardening using cactai
- Developed and implemented a single-use plastic policy for Council run events and continues to work on a single use plastic policy for all events on Council land
- Continues to advocate for better change rooms at Council offices to encourage staff to walk and ride to work rather than use cars
- Greened up Council meeting rooms with indoor plants and
- Created 'at home' sustainability challenges for the public and staff during COVID.



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.

Reconciliation Action Plan

The Reconciliation Action Plan (Reflect) July 2019 – June 2020 is an internal organisational plan that outlines Council's commitment to reconciliation and to ensuring Aboriginal and Torres Strait Islander Peoples and cultures are respected, acknowledged and celebrated. Reconciliation Australia has granted Council an extension for the delivery of the actions in the plan. This extension has been made in light of the impacts of COVID-19.

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/Neighbourhood Plans

A Community/Neighbourhood 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.

Affordable Housing Strategy

The Affordable Housing Strategy 2020: Homes for People takes a specific focus on issues surrounding the shortfalls of safe, affordable, and appropriate housing across the municipality. It includes objectives, strategies and actions to support the provision of emergency and Social Housing dwellings, and increased diversity in the size and type of housing stock to enhance community wellbeing, in partnership with local housing providers, property owners, residential developers, and other key stakeholders.

Public Health Strategic Plan and Municipal Health and Wellbeing Action Plan

The Greater Shepparton Public Health Strategic Plan and associated Action Plan takes a liveability approach to public health planning. The strategic plan and associated action plan aim to address the following liveability indicators – arts and culture, access to food, community participation, crime and safety, education, employment, health and social services, housing, recreation facilities and open space, sustainable practice and transport in partnerships with key stakeholders and local community members.

Universal Access and Inclusion Plan

The Universal Access and Inclusion Plan 2018-2021 is a whole-of-Council approach that guides Council's priorities and ensures 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 2019-2023 informs 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.



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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 a total of 14 Council Meetings, 11 of these were scheduled, with 3 Special Meetings of Council held in 2019/20. 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, however as a result of the COVID-19 restrictions, these meetings have been held via an online platform. This follows specific legislation being passed by the Victorian State Government to allow for Council meetings to be held in a virtual environment.

The times and venue of Council meetings were 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)

Under the Local Government Act 1989 Council can appoint committees with special delegated power. There are 19 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
- 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
- Lemnos Recreation Reserve Committee of Management
- Murchison Community Centre Committee of Management
- Shepparton Show Me
- 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 19 advisory committees with community representatives. Advisory committees provide advice to Council but, have no delegated authority.

- Calder Woodburn Memorial Advisory Committee
- Cussen Park 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 Public 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 monitoring the compliance of Council policies and procedures, monitor Council financial and performance reporting, monitor and provide advice on risk management and fraud prevention systems and controls, and oversee internal and external audit functions.

The Committee comprises two Councillors and four external independent people appointed by Council. The membership of the Committee in 2019/2020:

- Seema Abdullah (Councillor)
- Chris Hazelman OAM (Councillor)
- Anne O'Connor
- John Calleja (Chair)
- David Kortum
- Goran Mitrevski

The Committee oversees the activities and reports of the internal auditors, Crowe Howarth and HLB Mann Judd, and the external auditor (Victorian Auditor General's Office – VAGO). The Committee also provides advice on Council's annual financial and performance 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, including a special meeting for financial and performance reporting in September of each year, with the following activities to be carried out:

- Financial Statements, Standard Statements and Performance Statement for the year ended 30 June 2020 to be considered 9 September and recommended 'in principle' for adoption by Council.
- Internal and external audit reporting.
- Compliance review reporting.
- Monitoring of Council's risk registers including strategic, operational, project and fraud.
- High/extreme operational and project risks.
- Overdue/outstanding audit recommendations.
- Business continuity annual exercise report.
- Legislation compliance reporting.
- 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 and minutes of Council 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

2019/2020	TRAVEL EXPENSES (\$)	CAR MILEAGE EXPENSES (\$)	CHILDCARE EXPENSES (\$)	INFORMATION & COMMUNICATIONS TECHNOLOGY (\$)	CONFERENCE AND TRAINING EXPENSES (\$)
Cr Dinny Adem	847			286	
Cr Les Oroszvary				64	
Cr Dennis Patterson	171			286	
Cr Chris Hazelman				286	
Cr Fern Summer				286	
Cr Seema Abdullah	3192	9324		64	8330
Cr Shelly Sutton	104			286	400
Cr Bruce Giovanetti				286	
Cr Kim O'Keeffe	2898	4662		449	3049
All Councillors	7212	13986	0	2294	11779

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 *Freedom of Information Act* (1982) gives any person the right to access documents held by Greater Shepparton City Council unless they are 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 documents or not to amend a personal record.

During the 2019-2020 financial year Greater Shepparton City Council received the following requests for information:

Freedom of Information Activity 2019-2020

DESCRIPTION	NUMBER
Applications received	36
Carried forward from last year	4
Access granted in full	19
Access granted in part	2
Number not finalised	5
Not proceeded with / Withdrawn	5
No documents exist	7
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

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.

Public Interest Disclosure Act

Council is committed to the aims and objectives of the Public Interest 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. Effective from 1 January 2020, changes introduced by the Victorian State Government replaced previous 'protected disclosure' arrangements with 'public interest disclosures' under the updated Public Interest Disclosures Act 2012 (Vic).

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:

- Manager People and Development
- Team Leader Governance
- 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 2019-2020

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:

During the 2019/20 financial year, there were no breaches greater than the public threshold.

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.



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 2019/20, 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.

Infrastructure and Development Contributions

Total DCP levies received in 2019-2020

DCP NAME (YEAR APPROVED)	LEVIES RECEIVED IN 2019-2020 FINANCIAL YEAR (\$)
South Growth Corridor (2003)	\$168,370.33
North Growth Corridor (2003)	\$118,857.52
Mooroopna West Growth Corridor (2010)	\$128,435.00
North East Growth Corridor (2019)	\$0.00
Total	\$415,662.85

DCP land, works, services or facilities accepted in-kind in 2019-2020

DCP NAME (YEAR APPROVED)	PROJECT ID	PROJECT DESCRIPTION	ITEM PURPOSE	PROJECT VALUE
South Growth Corridor (2003)	N/A	N/A	N/A	N/A
North Growth Corridor (2003)	N/A	N/A	N/A	N/A
Mooroopna West Growth Corridor (2010)	N/A	N/A	N/A	N/A
North East Growth Corridor (2019)	N/A	N/A	N/A	N/A
Total				\$0.00

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) (\$)
South Growth Corridor (2003)	N/A	N/A	N/A	N/A
North Growth Corridor (2003)	N/A	N/A	N/A	N/A
Mooroopna West Growth Corridor (2010)	N/A	N/A	N/A	N/A
North East Growth Corridor (2019)	\$0.00	\$19,520.00	\$0.00	\$0.00
Total	\$0.00	\$19,520.00	\$0.00	\$0.00

Land, works, services or facilities delivered in 2019-2020 from DCP levies collected

PROJECT DESCRIPTION	PROJECT ID	DCP NAME (YEAR APPROVED)	DCP FUND EXPENDED (\$)	WORKS IN KIND ACCEPTED (\$)	COUNCIL'S CONTRIB (\$)	OTHER CONTRIBS (\$)	TOTAL PROJECT EXPENDITURE (\$)	PERCENTAGE OF ITEM DELIVERED
Riverwood shared path stage 1	Bicycle path	South Growth Corridor (2003)	\$69,039	\$0.00	\$35,000	\$34,039.00	60%	\$69,039
Seven Creeks wetland plant install	Drainage & Wetland	South Growth Corridor (2003)	\$42,178	\$0.00	\$0.00	\$0.00	100%	\$42,178
Basin and Rising Main construction stage 1	Drainage & Wetland	North Growth Corridor (2003)	\$25,179	\$0.00	\$0.00	\$0.00	20%	\$25,179
Pine/Verney intersection design	IN-02	North East Growth Corridor (2019)	\$19,520	\$0.00	\$19,520	\$0.00	5%	\$19,520.
Total			\$155,916	\$0.00	\$54,520	\$34,039		\$155,916.00





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PART FOUR: FINANCIAL REPORT

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FINANCIAL SUMMARY

Council achieved a net operating surplus of \$27.02 million compared to a budgeted surplus of \$25.33 million.

The variance between the budgeted and actual surplus (\$1.69 million) is largely due to the early receipt in 2019/20 of 50% of the Federal Financial Assistance Grant funding allocation for 2020/21 (\$6.6 million) partially offset by the re-budgeting of significant capital grants from 2019/20 into 2020/21 (\$5.0 million) and lower User Fees (\$1.67 million) from COVID-19 related closure of Council facilities.

Council recorded \$68.64 million in capital works for 2019/20 with asset renewal and upgrade expenditure of \$29.4 million or 108% of the total depreciation expense.

Council's working capital ratio for the year was 1.50:1, however, Council does have a Restricted Funds and Intended Allocations balance of \$15.45 million which means not all working capital is considered available for discretionary use.

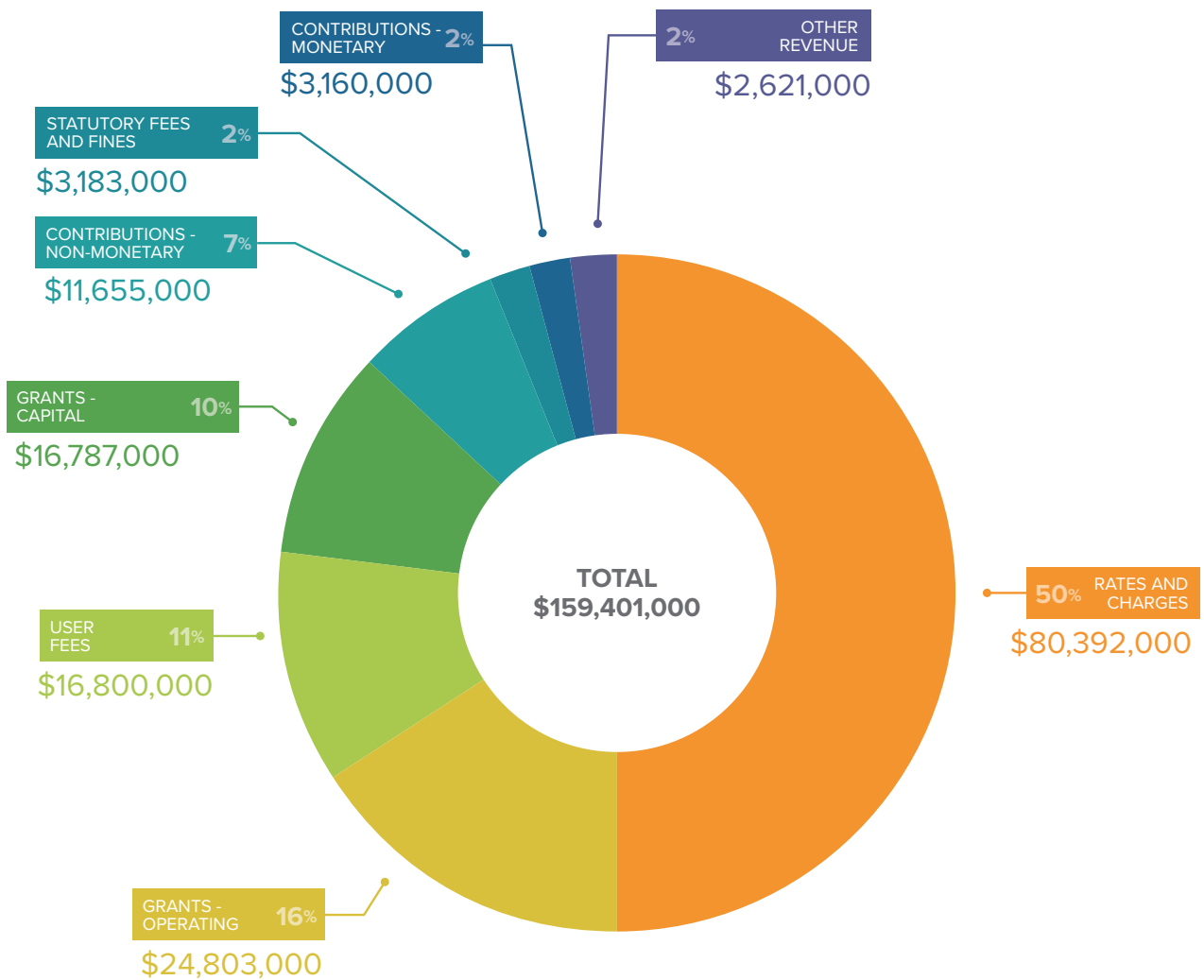
Highlights

- Total Operating Revenues (excluding capital): \$128.8 million.
- Total Operating Expenses: \$132.4 million.
- Total Capital Revenues: \$30.6 million.
- Capital Works completed: \$68.64 million.

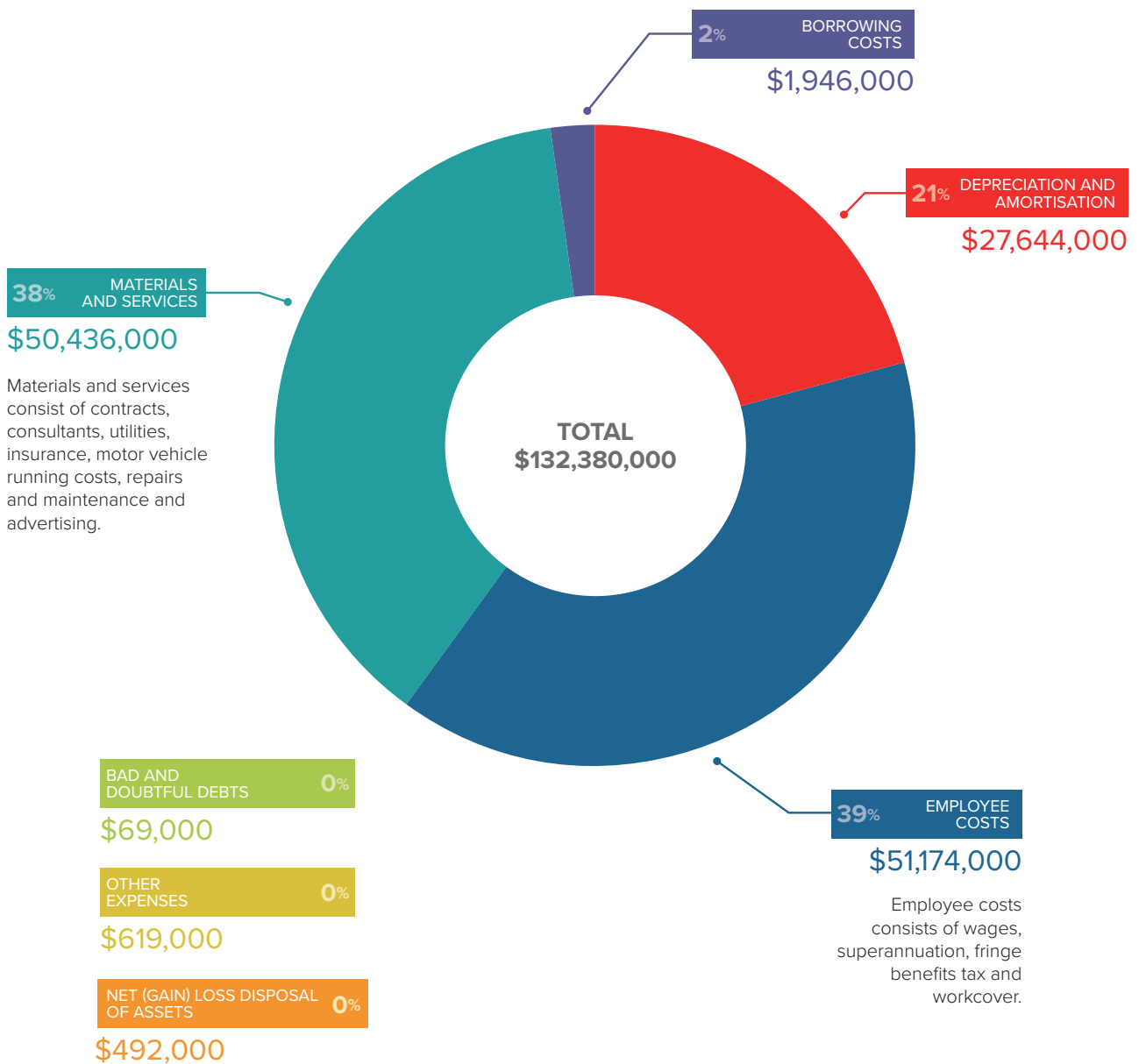


PART 4: FINANCIAL REPORT

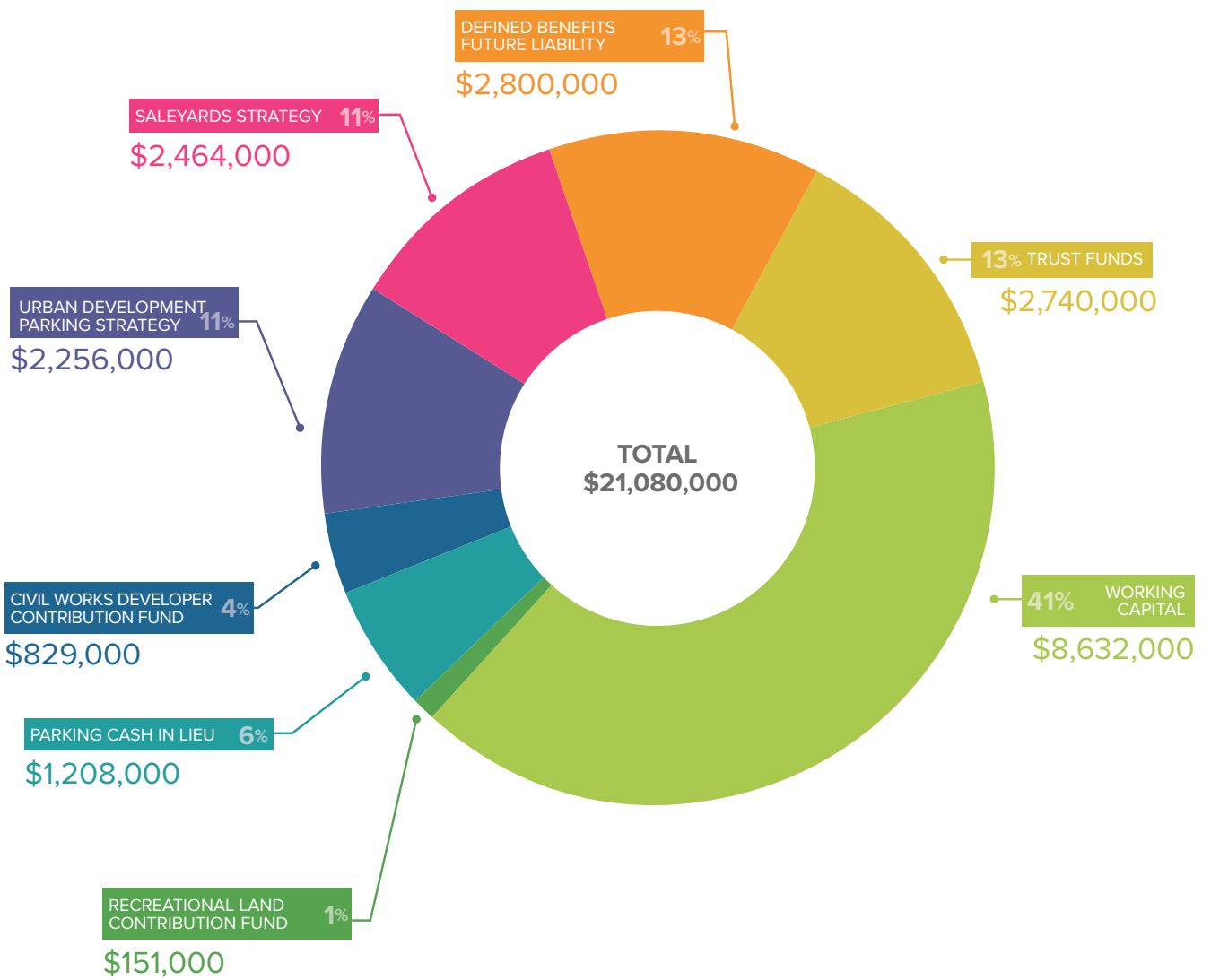
Operating Income 2019-20



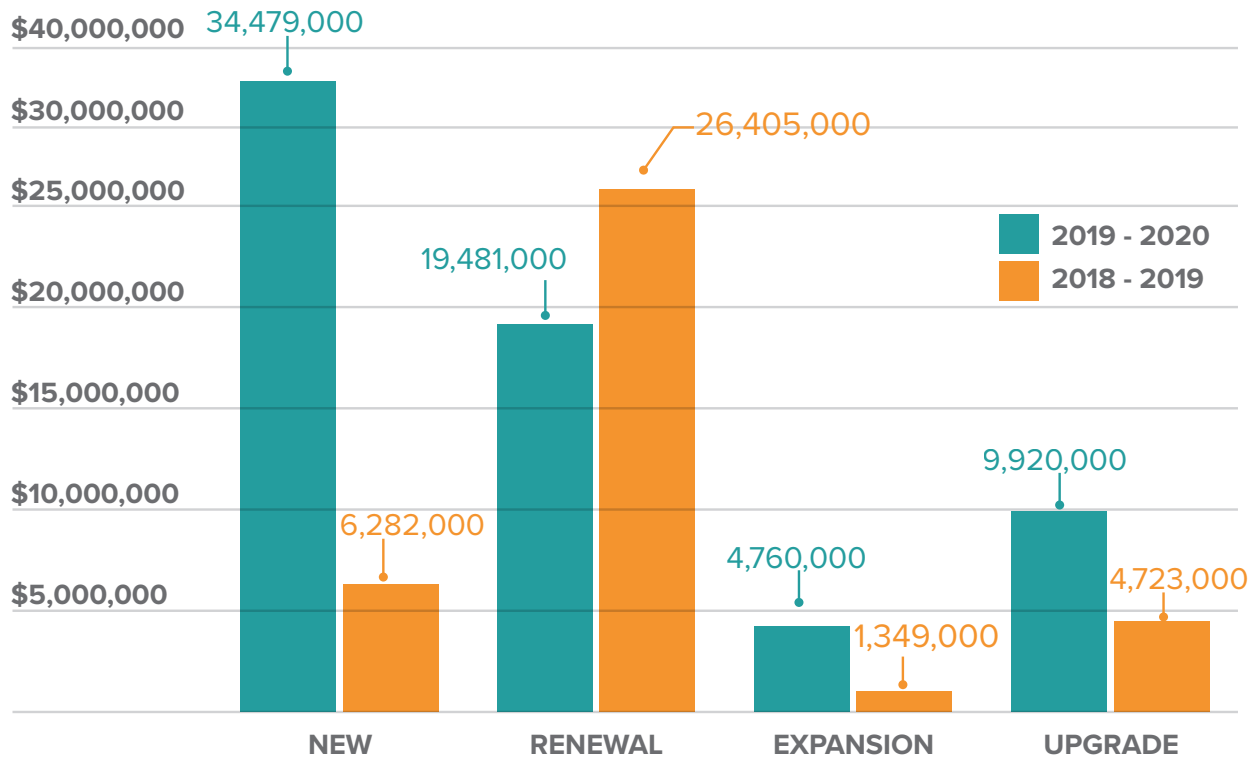
Operating Expense 2019-20



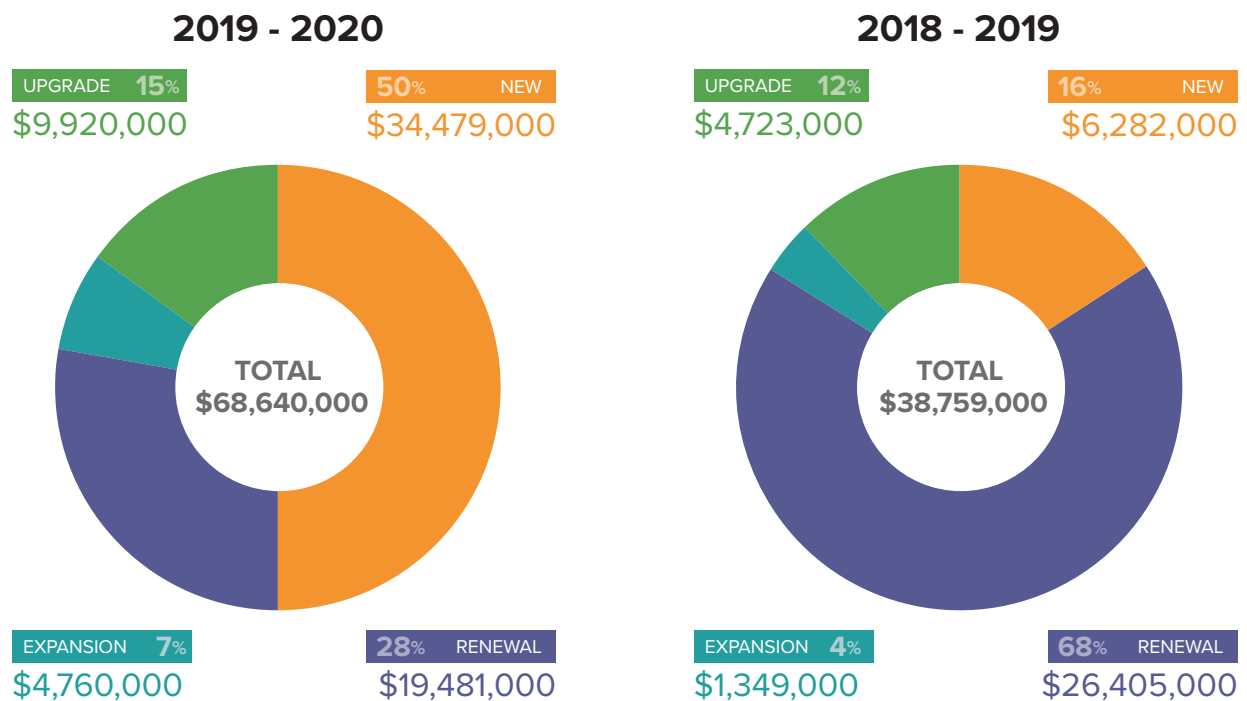
Council Investments 2019-20



2019 - 2020 Capital Expenditure Comparison



2019 - 2020 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 : 16 September 2020

90 Welsford Street,
Shepparton, Victoria, 3630

In our opinion the accompanying financial statements present fairly the financial transactions of Greater Shepparton City Council for the year ended 30 June 2020 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 Seema Abdullah - Mayor
Councillor

Date : 16 September 2020

90 Welsford Street,
Shepparton, Victoria, 3630



Cr Denny Adem
Councillor

Date : 16 September 2020

90 Welsford Street,
Shepparton, Victoria, 3630



Peter Harriott
Chief Executive Officer

Date : 16 September 2020

90 Welsford Street,
Shepparton, Victoria, 3630

Independent Auditor's Report

To the Councillors of Greater Shepparton City Council

<p>Opinion</p>	<p>I have audited the financial report of Greater Shepparton City Council (the council) which comprises the:</p> <ul style="list-style-type: none"> • balance sheet as at 30 June 2020 • 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 report. <p>In my opinion the financial report presents fairly, in all material respects, the financial position of the council as at 30 June 2020 and their financial performance and cash flows for the year then ended in accordance with the financial reporting requirements of Part 6 of the <i>Local Government Act 1989</i> and applicable Australian Accounting Standards.</p>
<p>Basis for Opinion</p>	<p>I have conducted my audit in accordance with the <i>Audit Act 1994</i> which incorporates the Australian Auditing Standards. I further describe my responsibilities under that Act and those standards in the <i>Auditor's Responsibilities for the Audit of the Financial Report</i> section of my report.</p> <p>My independence is established by the <i>Constitution Act 1975</i>. My staff and I are independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's <i>APES 110 Code of Ethics for Professional Accountants</i> (the Code) that are relevant to my audit of the financial report in Victoria. My staff and I have also fulfilled our other ethical responsibilities in accordance with the Code.</p> <p>I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.</p>
<p>Councillors's responsibilities for the financial report</p>	<p>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 <i>Local Government Act 1989</i>, and for such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of a financial report that is free from material misstatement, whether due to fraud or error.</p> <p>In preparing the financial report, the Councillors are responsible for assessing the council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless it is inappropriate to do so.</p>

Auditor's responsibilities for the audit of the financial report

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.

MELBOURNE
24 September 2020



Sanchu Chummar

as delegate for the Auditor-General of Victoria



FINANCIAL STATEMENTS

FOR THE YEAR ENDING 30 JUNE 2020

Comprehensive Income Statement

	NOTE	2020 \$'000	2019 \$'000
INCOME			
Rates and charges	3.1	80,392	77,487
Statutory fees and fines	3.2	3,183	3,029
User fees	3.3	16,800	18,873
Grants - operating	3.4	24,803	25,418
Grants - capital	3.4	16,787	8,566
Contributions - monetary	3.5	3,160	5,026
Contributions - non-monetary	3.5	11,655	9,187
Share of net profits (or loss) of associates and joint ventures	6.3	54	-
Other income	3.7	2,567	2,773
Total income		159,401	150,359
EXPENSES			
Employee costs	4.1	(51,174)	(49,505)
Materials and services	4.2	(50,436)	(46,744)
Depreciation	4.3	(27,274)	(26,182)
Amortisation - right of use assets	4.4	(370)	-
Bad and doubtful debts	4.5	(69)	(108)
Net gain (or loss) on disposal of property, infrastructure, plant and equipment	3.6	(492)	(830)
Borrowing costs	4.6	(1,946)	(1,420)
Finance costs - leases	4.7	(38)	-
Share of net profits (or loss) of associates and joint ventures	6.3	-	(65)
Other expenses	4.8	(581)	(653)
Total expenses		(132,380)	(125,507)
Surplus/(deficit) for the year		27,021	24,852
OTHER COMPREHENSIVE INCOME			
Items that will not be reclassified to surplus in future periods			
Net asset revaluation increment	9.1	55,844	-
Total comprehensive result		82,865	24,852

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

Balance Sheet

	NOTE	2020 \$'000	2019 \$'000
ASSETS			
<i>CURRENT ASSETS</i>			
Cash and cash equivalents	5.1	34,692	32,742
Trade and other receivables	5.1	14,828	7,721
Other financial assets	5.1	10,000	32,000
Inventories	5.2 (a)	89	107
Non-current assets classified as held for sale	6.1	450	55
Other assets	5.2 (b)	1,259	1,698
Total current assets		61,318	74,323
<i>NON-CURRENT ASSETS</i>			
Investments in associates, joint arrangements and subsidiaries	6.3	1,447	1,393
Property, infrastructure, plant and equipment	6.2	1,162,016	1,056,130
Right-of-use assets	5.8	934	-
Intangible assets	5.2 (c)	32,276	-
Total non-current assets		1,196,673	1,057,523
Total assets		1,257,991	1,131,846
LIABILITIES			
<i>CURRENT LIABILITIES</i>			
Trade and other payables	5.3 (a)	20,547	13,479
Trust funds and deposits	5.3 (b)	2,740	2,805
Unearned income	5.3 (c)	1,317	-
Provisions	5.5	14,403	9,762
Interest-bearing liabilities	5.4	1,613	1,429
Lease liabilities	5.8	288	-
Total current liabilities		40,908	27,475
<i>NON-CURRENT LIABILITIES</i>			
Provisions	5.5	39,426	8,572
Interest-bearing liabilities	5.4	13,973	15,641
Lease liabilities	5.8	661	-
Total non-current liabilities		54,060	24,213
Total liabilities		94,968	51,688
Net assets		1,163,023	1,080,158
EQUITY			
Accumulated surplus		444,293	417,272
Reserves	9.1	718,730	662,886
Total Equity		1,163,023	1,080,158

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

Statement of Changes in Equity

2020	NOTE	TOTAL \$'000	ACCUMULATED SURPLUS \$'000	REVALUATION RESERVES \$'000
Balance at beginning of the financial year		1,080,158	417,272	662,886
Surplus/(deficit) for the year		27,021	27,021	-
Net asset revaluation increment/(decrement)	6.2, 9.1	55,844	-	55,844
Balance at end of the financial year		1,163,023	444,293	718,730

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/(deficit) for the year		24,852	24,852	-
Balance at end of the financial year		1,080,158	417,272	662,886

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

Statement of Cash Flows

	NOTE	2020 INFLOWS/ (OUTFLOWS) \$'000	2019 INFLOWS/ (OUTFLOWS) \$'000
CASH FLOWS FROM OPERATING ACTIVITIES			
Rates and charges		77,955	77,556
Statutory fees and fines		2,738	2,575
User fees		16,800	18,873
Grants - operating		24,803	25,418
Grants - capital		12,287	8,566
Contributions - monetary		3,160	5,026
Interest received		1,012	1,136
Trust funds and deposits taken		134	(31)
Other receipts		3,793	3,483
Net GST (payment)/refund		(481)	(579)
Employee costs		(48,622)	(48,839)
Materials and services		(42,704)	(43,714)
Net cash provided by operating activities	9.2	50,875	49,470
CASH FLOWS FROM INVESTING ACTIVITIES			
Payments for property, infrastructure, plant and equipment	6.2	(68,607)	(38,203)
Proceeds from sale of property, infrastructure, plant and equipment	3.6	452	481
Proceeds from sale of/(Payments for) investments		22,000	(500)
Net cash used in investing activities		(46,155)	(38,222)
CASH FLOWS FROM FINANCING ACTIVITIES			
Finance costs		(892)	(950)
Repayment of borrowings		(1,485)	(1,366)
Interest paid - lease liability		(38)	-
Repayment of lease liabilities		(355)	-
Net cash used in financing activities		(2,770)	(2,316)
Net increase in cash and cash equivalents		1,950	8,932
Cash and cash equivalents at the beginning of the financial year		32,742	23,810
Cash and cash equivalents at the end of the financial year	5.1	34,692	32,742
Financing arrangements	5.6		
Restrictions on cash assets	5.1		

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

Statement of Capital Works

	NOTE	2020 \$'000	2019 \$'000
PROPERTY			
Land		587	468
Land improvements		285	905
Buildings		33,008	5,220
Total property		33,880	6,593
PLANT AND EQUIPMENT			
Plant, machinery and equipment		2,905	3,096
Fixtures, fittings and furniture		225	332
Computers and telecommunications		1,552	1,139
Total plant and equipment		4,682	4,567
INFRASTRUCTURE			
Roads		19,265	12,846
Bridges		1,054	662
Footpaths and cycleways		1,167	843
Drainage		1,937	343
Recreational, leisure and community facilities		3,204	2,133
Waste management		762	8,975
Parks, open space and streetscapes		1,979	1,427
Aerodromes		3	36
Off street car parks		300	69
Other infrastructure		407	265
Total infrastructure		30,078	27,599
Total capital works expenditure		68,640	38,759
REPRESENTED BY:			
New asset expenditure		34,479	6,282
Asset renewal expenditure		19,481	26,405
Asset expansion expenditure		4,760	1,349
Asset upgrade expenditure		9,920	4,723
Total capital works expenditure		68,640	38,759

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





NOTES TO THE FINANCIAL REPORT

FOR THE YEAR ENDING 30 JUNE 2020

The Greater Shepparton City Council was established by an Order of the Governor in Council on 18 November 1994 and is a body corporate. The Council's main office is located at 90 Welsford Street, Shepparton, Victoria, 3630.

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)
- the determination of whether performance obligations are sufficiently specific so as to determine whether an arrangement is within the scope of *AASB 15 Revenue from Contracts with Customers* or *AASB 1058 Income of Not-for-Profit Entities* (refer to Note 3)
- the determination, in accordance with *AASB 16 Leases*, of the lease term, the estimation of the discount rate when not implicit in the lease and whether an arrangement is in substance short-term or low value (refer to Note 5.8)
- other areas requiring judgements

Unless otherwise stated, all accounting policies are consistent with those applied in the prior year. Where appropriate, comparative figures have been amended to accord with current presentation (except where transitional requirements of *AASB 15 Revenue from Contracts with Customers*, *AASB 16 Leases* and *AASB 1058 Income of Not-for-Profit Entities* do not require restatement of comparatives under the modified retrospective approach adopted by the Council), and disclosure has been made of any material changes to comparatives.

(b) COVID-19

In late January 2020, COVID-19 was declared as a global pandemic by the World Health Organisation. In March 2020, the State of Victoria declared a state of emergency to respond to the COVID-19 outbreak.

Greater Shepparton City Council (Council) responded in March by closing several facilities for a number of weeks until the government restrictions changed. Operations were also changed and adjusted to ensure the delivery of critical services. The closure of facilities had a direct impact on User Fee income in particular the areas of Aquamoves (Regional Aquatic Facility), Sports Stadiums, Performing Arts Centres and Caravan Park. Note 1.1 confirms that User Fee income was down 9.0 percent or \$1.67 million on the Adopted Budget.

Despite reductions in Employee Costs and Materials and Services (utilities) at closed facilities, both expense categories across the whole organisation have been immaterially impacted by COVID-19. Council has identified \$172,000 worth of COVID-19 related expenditure in 2019/20 for increased cleaning and OH&S measures including personal protective equipment.

Prior to 30 June 2020, Council also adopted two separate economic responses to COVID-19 for the community. Stage 1 (March 2020) was estimated at \$1.5 million providing timely financial and direct support to businesses and the broader community. In June 2020, Stage 2 was announced estimated at \$2 million support for the community.

Through these economic support packages, User Fees (such as sporting groups using council facilities being offered fee waivers) and Other Income (lessees of Council owned buildings being offered credits) have been impacted. For 2019/20 the estimated cost of these items were \$30,000 and \$69,000 in lost revenue respectively.

The economic support packages gave ratepayers flexibility with making rate payments. No waivers were offered, however, ratepayers with outstanding rates were not charged penalty interest (estimated cost of \$78,000 for 2019/20)

and Council did not refer any case files to formal debt collectors. While outstanding rates debtor balances have increased by 30 June 2020 compared to prior year, the ability for Council to collect these amounts in the future sees no impact on Rates and Charges revenue.

Due to the economic support packages an amount of grants have been made available to eligible business and organisations (\$173,000 in 2019/20) as well as a \$125,000 grants program for Tourism Groups (applicable to 2020/21). These have had immaterial impacts on Council's materials and services expenditure.

Non-current asset values are not expected to be materially impacted by COVID-19 as at 30 June 2020. Formal revaluations were undertaken for Infrastructure assets during 2019/20.

COVID-19 related disclosures have been made in the following notes:

Note 4.5 Bad and Doubtful Debts

Note 5.1 (c) and (e) Financial Assets - Trade and Other Receivables and Provision for Doubt Debts

Note 5.3 (a) Trade and Other Payables

Note 6.2 Property, Infrastructure, Plant and Equipment - Valuation of Infrastructure

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 18 June 2019. The Budget was based on assumptions that were relevant at the time of adoption of the Budget. 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 2020 \$'000	ACTUAL 2020 \$'000	VARIANCE 2020 \$'000	VARIANCE 2020 %	REF
INCOME					
Rates and charges	80,636	80,392	(244)	(0.3%)	
Statutory fees and fines	3,200	3,183	(17)	(0.5%)	
User fees	18,469	16,800	(1,669)	(9.0%)	1
Grants - operating	17,388	24,803	7,415	42.6%	2
Grants - capital	20,707	16,787	(3,920)	(18.9%)	3
Contributions - monetary	4,591	3,160	(1,431)	(31.2%)	4
Contributions - non-monetary	6,412	11,655	5,243	81.8%	5
Net gain (loss) on disposal of PIP&E	(155)	(492)	(337)	(217.4%)	6
Share of net profits/(losses) of associates and joint ventures	-	54	54	100.0%	
Other income	2,069	2,567	498	24.1%	7
Total income	153,317	158,909	5,592	3.5%	
EXPENSES					
Employee costs	50,498	51,174	(676)	(1.3%)	
Materials and services	47,020	50,436	(3,416)	(7.3%)	8
Depreciation	28,505	27,274	1,231	4.3%	9
Amortisation - Right of use assets	-	370	(370)	(100.0%)	10
Bad and doubtful debts	216	69	147	68.1%	11
Borrowing costs	995	1,946	(951)	(95.6%)	12
Finance costs - Leases	-	38	(38)	(100.0%)	
Other expenses	757	581	176	23.2%	13
Total expenses	127,991	131,888	(3,897)	(3.4%)	
Surplus/(deficit) for the year	25,326	27,021	1,695	4.2%	

(i) Explanation of material variations

VARIANCE REF	ITEM	EXPLANATION
1	User fees	Less than budget by \$1.67m largely due to less attendance at Council run facilities due to COVID-19 and including but not limited to Aquamoves \$665k, Frank Pullar Childcare Operations \$268k, Ticket Machines - Parking Fees \$243k, Eastbank Operations \$221k and Shepparton Resource Recovery Centre \$152k.
2	Grants - operating	Greater than budget by \$7.42m largely due to the early receipt of half of the 2020/21 Federal Financial Assistance Grant Funding \$6.38m in addition to Children Services Management \$364k, School Readiness Funding \$207k, Family Day Care Operations \$175k, Aged Domestic Assistance \$147k and Aged Meals on Wheels \$123k.
3	Grants - capital	Less than budget by \$3.92m largely due to the timing of the Federal Grant Funding for New SAM \$5m rebudgeted into 2020/21 partially offset by additional grant money received for Balaclava Verney Dookie Intersection \$1.9m.
4	Contributions - monetary	Less than budget by \$1.43m largely due to the timing of contributions for New SAM \$2.15m rebudgeted into 2020/21 partially offset by additional contributions from GV Water for their share of the Balaclava Verney Dookie Intersection \$670k.
5	Contributions - non-monetary	Greater than budget by \$5.24m due to greater than anticipated Developer Gifted Assets received such as Kialla Lakes \$1.28m, Doyles Road Service Road \$917k and Shepparton Industrial Park \$804k.
6	Net gain/(loss) on disposal of property, infrastructure, plant and equipment (PIP&E)	Greater loss than budget by \$337k largely due to the write off of Drainage assets removed from the asset register (\$331k).
7	Other income	Greater than budget by \$498k largely due to additional income received for the Installation of Solar on Council Buildings \$179k, Community Wellbeing Section 86 Committee Volunteer recognition \$130k and BMX State and National Events \$117k.
8	Materials and services	Greater than budget by \$3.42m largely due to the write off of assets expenditure on non-Council assets \$1.61m and expensing of the Cosgrove 2 Landfill closure and aftercare provision \$1.13m.
9	Depreciation	Less than budget by \$1.23m due to lower 'New' capital expenditure in the 2018/19 financial year resulting in less than budgeted depreciation.
10	Amortisation - Right of use assets	Amortisation of Right of Use Assets recognised 1 July 2019 in conjunction with new lease standard AASB 16.
11	Bad and doubtful debts	Less than budget by \$147k due to a budget error with the consolidation and centralisation of expensing doubtful debt provisions from individual departments.
12	Borrowing costs	Greater than budget by \$951k largely due to the change in discount factor for the Cosgrove 2 Landfill closure and aftercare provision and change in discount factor for the Employee entitlements provision.
13	Other expenses	Less than budget by \$176k largely due to lower expenditure for Photocopier leases \$104k, VIC Administration building lease \$37k and Internal Audit \$31k.

1.2 CAPITAL WORKS	BUDGET 2020 \$'000	ACTUAL 2020 \$'000	VARIANCE \$'000	VARIANCE %	REF
PROPERTY					
Land	-	587	587	100.0%	1
Land improvements	406	285	(121)	(29.8%)	2
Buildings	30,802	33,008	2,206	7.2%	3
Total property	31,208	33,880	2,672	8.6%	
PLANT AND EQUIPMENT					
Plant, machinery and equipment	2,311	2,905	594	25.7%	4
Fixtures, fittings and furniture	406	225	(181)	(44.6%)	5
Computers and telecommunications	2,208	1,552	(656)	(29.7%)	6
Total plant and equipment	4,925	4,682	(243)	(4.9%)	
INFRASTRUCTURE					
Roads	21,105	19,265	(1,840)	(8.7%)	7
Bridges	1,062	1,054	(8)	(0.8%)	
Footpaths and cycleways	3,142	1,167	(1,975)	(62.9%)	8
Drainage	3,213	1,937	(1,276)	(39.7%)	9
Recreational, leisure and community facilities	4,806	3,204	(1,602)	(33.3%)	10
Waste management	500	762	262	52.4%	11
Parks, open space and streetscapes	1,362	1,979	617	45.3%	12
Aerodromes	369	3	(366)	(99.2%)	13
Off street car parks	415	300	(115)	(27.7%)	14
Other infrastructure	470	407	(63)	(13.4%)	
Total infrastructure	36,444	30,078	(6,366)	(17.5%)	
Project Management Office	1,100	-	(1,100)	(100.0%)	15
Total capital works expenditure	73,677	68,640	(5,037)	(6.8%)	
REPRESENTED BY:					
New asset expenditure	33,663	34,479	816	2.4%	
Asset renewal expenditure	19,697	19,481	(216)	(1.1%)	
Asset expansion expenditure	13,514	4,760	(8,754)	(64.8%)	
Asset upgrade expenditure	6,803	9,920	3,117	45.8%	
Total capital works expenditure	73,677	68,640	(5,037)	(6.8%)	

(i) Explanation of material variations

VARIANCE REF	ITEM	EXPLANATION
1	Land	Greater than budget by \$587k due to Raftery Road Land Purchase \$423k (a strategic land acquisition for Council's open space network funded through open space developer contributions), Southdown Precinct Land Acquisition \$143k and the purchase of land at 287 Doyles Road \$20k.
2	Land improvements	Less than budget by \$121k largely due to savings on the Safer City Camera Network Stage 2 of \$90k.
3	Buildings	Greater than budget by \$2.2m largely due to expenditure for the new Shepparton Art Museum \$2.9m being brought forward from 2020/21, offset by savings in Building Renewals \$276k and rebudget of Saleyards Remediation \$97k into 2020/21.
4	Plant, machinery and equipment	Greater than budget by \$594k largely due to Motor Vehicles and Plant with the purchase of a paveline truck rebudgeted from 2018/19 (\$402k) and 2 electric vehicles that were originally budgeted to be petrol vehicles (\$34k).
5	Fixtures, fittings and furniture	Less than budget by \$181k largely due to the rebudget of Riverlinks Sound System Upgrade \$237k into 2020/21.
6	Computers and telecommunications	Less than budget by \$656k largely due to the rebudget of Public Wifi Project \$646k into 2020/21.
7	Roads	Less than budget by \$1.84m largely due to the rebudget of Maude Street Upgrade \$1.7m into 2020/21.
8	Footpaths and cycleways	Less than budget by \$1.98m largely due to the rebudget of Shared Path Extension Route 3 & Route 5 \$1.54m into 2020/21 and the savings on the Midland Highway Recreational Path \$116k.
9	Drainage	Less than budget by \$1.28m largely due to North Growth Corridor Drainage \$1.1m and Southdown Precinct Yakka Basin Upgrade \$94k being rebudgeted into 2020/21.
10	Recreational, leisure and community facilities	Less than budget by \$1.6m largely due to the rebudget of Aquamoves 50m Pool Heating \$392k, Aquamoves 25m Pool Tile Renewal \$236k, Princess Park Facilities Precinct \$176k, Youth Spots \$174k, Sports Precinct Storage Compound \$145k and Sports Precinct Recirculation Pump \$136k into the 2020/21 financial year, also including savings on the Kialla Park Female Friendly Changerooms \$146k.
11	Waste management	Greater than budget by \$262k due to additional expenditure on the construction of Cosgrove 3 landfill.
12	Parks, open space and streetscapes	Greater than budget by \$617k largely due to additional expenditure on Kialla Park Oval Reconstruction \$414k and McLennan Street Landscaping \$242k.
13	Aerodromes	Less than budget by \$366k due to the rebudget of Shepparton Aerodrome Plane Parking CASA Compliance \$366k into the 2020/21 financial year.
14	Off street car parks	Less than budget by \$115k due to the rebudget of Tom Collins Drive - Landscaping, Parking and Revegetation \$115k into the 2020/21 financial year.
15	Project management office	Less than budget by \$1.1m 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

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 and Rates, 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 \$'000	EXPENSES \$'000	SURPLUS/ (DEFICIT) \$'000	GRANTS INCLUDED IN INCOME \$'000	TOTAL ASSETS \$'000
2020					
Community	17,608	(29,174)	(11,566)	11,135	1,475
Corporate Services	92,643	(43,705)	48,938	9,581	61,318
Infrastructure	42,586	(44,107)	(1,520)	20,303	1,195,164
Sustainable Development	6,564	(15,394)	(8,831)	571	34
	159,401	(132,380)	27,021	41,590	1,257,991
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

Note 3 – Funding for the delivery of our services

3.1 RATES AND CHARGES	2020 \$'000	2019 \$'000
General rates	62,555	60,739
Municipal charge	5,961	5,890
Waste management charge	10,034	9,753
Supplementary rates and rate adjustments	1,659	868
Interest on rates and charges	183	237
Total rates and charges	80,392	77,487

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 2019/20 was \$10.972 billion (2018/19 \$10.228 billion).

The date of the latest general revaluation of land for rating purposes within the municipal district was 1 January 2019, and the valuation was first applied in the rating year commencing 1 July 2019. 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	2020 \$'000	2019 \$'000
Infringements and costs	1,370	1,302
Town planning fees	466	518
Land information certificates	69	64
Permits	1,274	1,143
Other	4	2
Total statutory fees and fines	3,183	3,029

Statutory fees and fines (including parking 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	2020 \$'000	2019 \$'000
Aged and health services	708	748
Animal control	77	170
Aquatic facilities	2,695	3,543
Arts and culture	208	128
Child services	1,411	1,856
Development facilities	683	741
Environmental health	18	8
Financial services	117	346
Parking	907	1,188
Recreation facilities	710	1,042
Saleyards	1,489	1,747
Tourism	711	1,029
Waste management services	6,505	5,340
Other	561	987
Total user fees	16,800	18,873

USER FEES BY TIMING OF REVENUE RECOGNITION

User fees recognised at a point in time	16,800	-
Total user fees	16,800	-

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

3.4 FUNDING FROM OTHER LEVELS OF GOVERNMENT	2020 \$'000	2019 \$'000
Grants were received in respect of the following:		
SUMMARY OF GRANTS		
Commonwealth funded grants	31,093	18,774
State funded grants	10,497	15,210
Total grants received	41,590	33,984

3.4 FUNDING FROM OTHER LEVELS OF GOVERNMENT	2020 \$'000	2019 \$'000
(A) OPERATING GRANTS		
<i>RECURRENT - COMMONWEALTH GOVERNMENT</i>		
Federal Financial Assistance Grants	9,657	9,682
Children's and Youth Services	3,209	3,176
Neighbourhoods	2,635	2,464
Projects	3,217	3,159
Environmental Health	7	7
<i>RECURRENT - STATE GOVERNMENT</i>		
Neighbourhoods	546	1,092
Children's and Youth Services	4,120	3,929
Environmental Health	80	181
Arts and Culture	120	220
Emergency Management	120	120
Economic Development	33	3
Citizen Services	161	145
Total recurrent operating grants	23,905	24,178
<i>NON-RECURRENT - COMMONWEALTH GOVERNMENT</i>		
Children's and Youth Services	5	10
Saleyards	-	94
Recreation and Parks	37	-
Works and Waste	-	8
<i>NON-RECURRENT - STATE GOVERNMENT</i>		
Children's and Youth Services	104	60
Arts and Culture	146	222
Neighbourhoods	69	105
Active Living	60	53
Environmental	45	7
Finance and Rates	65	110
Economic Development	186	273
Planning and Building	60	127
Recreation and Parks	104	96
Works and Waste	17	70
Citizen Services	-	5
Total non-recurrent operating grants	898	1,240
Total operating grants	24,803	25,418

3.4 FUNDING FROM OTHER LEVELS OF GOVERNMENT	2020 \$'000	2019 \$'000
(B) CAPITAL GRANTS		
<i>RECURRENT - COMMONWEALTH GOVERNMENT</i>		
Infrastructure	2,033	-
Total recurrent capital grants	2,033	-
<i>NON-RECURRENT - COMMONWEALTH GOVERNMENT</i>		
Infrastructure	1,793	174
Arts and Culture	8,500	-
<i>NON-RECURRENT - STATE GOVERNMENT</i>		
Arts and Culture	2,500	4,500
Infrastructure	1,349	2,595
Property	365	747
Plant and equipment	240	286
Recreation and Parks	7	264
Total non-recurrent capital grants	14,754	8,566
Total capital grants	16,787	8,566
(C) UNSPENT GRANTS RECEIVED ON CONDITION THAT THEY BE SPENT IN A SPECIFIC MANNER		
<i>OPERATING</i>		
Balance at start of year	156	297
Received during the financial year and remained unspent at balance date	1,026	23
Received in prior years and spent during the financial year	(17)	(164)
Balance at year end	1,165	156
<i>CAPITAL</i>		
Balance at start of year	1,841	270
Received during the financial year and remained unspent at balance date	176	1,841
Received in prior years and spent during the financial year	(1,700)	(270)
Balance at year end	317	1,841

Grant income is recognised at the point in time when the Council satisfies its performance obligations as specified in the underlying agreement.

If the grant agreement does not specify performance obligations, the grant is recognised when it is received.

2019 figures have been restated for unspent grants. At 1 July 2018, \$6.27m was included for the Federal Financial Assistance Grants (VGC) that were received early which have been removed. A further 304k for capital grants received during the year and unspent at 30 June 2019 have been removed due to duplication.

3.5 CONTRIBUTIONS	2020 \$'000	2019 \$'000
Monetary	3,160	5,026
Non-monetary	11,655	9,187
Total contributions	14,815	14,213
<i>Contributions of non-monetary assets were received in relation to the following asset classes.</i>		
Land	74	228
Roads	6,072	4,336
Other infrastructure	5,509	4,623
Total non-monetary contributions	11,655	9,187

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	2020 \$'000	2019 \$'000
Proceeds of sale	452	481
Written down value of assets disposed	(944)	(1,311)
Total net gain/(loss) on disposal of property, infrastructure, plant and equipment	(492)	(830)

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

3.7 OTHER INCOME	2020 \$'000	2019 \$'000
Interest	781	1,252
Rent	364	431
Other	1,422	1,090
Total other income	2,567	2,773

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 (A) EMPLOYEE COSTS	2020 \$'000	2019 \$'000
Wages and salaries	45,684	44,166
WorkCover	888	733
Superannuation	4,427	4,398
Fringe benefits tax	175	208
Total employee costs	51,174	49,505

2019 figures have been restated for wages and salaries. The 2019 provisions for long service leave included a portion of \$412k for fair value movements. The fair value movements have been moved to note 4.6 borrowing costs in line with accounting policies.

(B) SUPERANNUATION

Council made contributions to the following funds:

DEFINED BENEFIT FUND

Employer contributions to Local Authorities Superannuation Fund (Vision Super)	129	137
Employer contributions - other funds	9	10
	138	147

Employer contributions payable at reporting date.

ACCUMULATION FUNDS

Employer contributions to Local Authorities Superannuation Fund (Vision Super)	2,685	2,742
Employer contributions - other funds	1,604	1,509
	4,289	4,251

Employer contributions payable at reporting date.

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

4.2 MATERIALS AND SERVICES	2020 \$'000	2019 \$'000
Utilities	3,118	2,907
Training and development	661	610
Information technology	1,984	2,092
Building maintenance	2,257	1,725
Motor vehicle expenses	1,636	1,807
General maintenance	4,021	3,769
Insurance	1,015	803
Waste management	10,067	9,997
Advertising and marketing	1,341	1,546
Consultants	2,001	1,627
EPA levy	2,016	1,486
Legal fees	1,052	1,290
Sponsorships and contributions	4,028	3,433
Non-Council asset works	2,019	1,880
Operational supplies and services	13,220	11,772
Total materials and services	50,436	46,744

4.3 DEPRECIATION	2020 \$'000	2019 \$'000
Property	1,994	1,952
Plant and equipment	2,296	2,239
Infrastructure	22,984	21,991
Total depreciation	27,274	26,182

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

4.4 AMORTISATION - RIGHT OF USE ASSETS	2020 \$'000	2019 \$'000
Property	51	-
Vehicles	296	-
Sound equipment	23	-
Total Amortisation - Right of use assets	370	-

Refer to note 5.2(c), 5.8 and 6.2 for a more detailed breakdown of amortisation charges and accounting policy.

4.5 BAD AND DOUBTFUL DEBTS	2020 \$'000	2019 \$'000
Parking fine debtors	60	105
Other debtors	9	3
Total bad and doubtful debts	69	108
MOVEMENT IN PROVISIONS FOR DOUBTFUL DEBTS		
Balance at the beginning of the year	(285)	(277)
New provisions recognised during the year	(71)	(105)
Amounts already provided for and written off as uncollectible	60	85
Amounts provided for but recovered during the year	-	12
Balance at end of year	(296)	(285)

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.

COVID-19 Disclosure - excluding one-off items, year end sundry debtor balances have not escalated above 2019 levels. When using the expected credit loss model, in addition to 'base expectations', Council has also applied to other debts greater than 30 days outstanding a factor of between 0.5% to 2.0% (greater than 90 days) in consideration of potential economic impacts of prolonged restrictions due to COVID-19. For Parking Infringements (Tickets issued, penalty reminder notices issued and final notices) a factor of 4.5% has been applied.

4.6 BORROWING COSTS	2020 \$'000	2019 \$'000
Interest - Borrowings	885	1,009
Fair value movements	1,061	411
Total borrowing costs	1,946	1,420

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.

2019 figures have been restated for fair value movements. In 2019 the full fair value movements were included in the expense of the provision (\$412k in Employee costs and -\$1k in Materials and services) and have been moved to borrowing costs for consistency and also restated in note 9.2. There is nil net overall impact to the income statement.

4.7 FINANCE COSTS - LEASES	2020 \$'000	2019 \$'000
Interest - Lease liabilities	38	-
Total finance costs	38	-

4.8 OTHER EXPENSES	2020 \$'000	2019 \$'000
Auditors' remuneration - VAGO - audit of the financial statements, performance statement and grant acquittals	85	46
Auditors' remuneration - Internal	70	93
Councillors' allowances	316	310
Others	110	204
Total other expenses	581	653

The 2020 auditors remuneration figure is influenced by a \$15k fee that is for the 2019 interim audit.

Note 5 – Our financial position

5.1 FINANCIAL ASSETS	2020 \$'000	2019 \$'000
(A) CASH AND CASH EQUIVALENTS		
Cash on hand	9	10
Cash at bank	20,683	6,232
Cash equivalent deposits	14,000	26,500
Total cash and cash equivalents	34,692	32,742
Council's cash and cash equivalents are subject to external restrictions that limit amounts available for discretionary use. These include:		
FUNDS HELD ON A STATUTORY BASIS		
Cash in lieu of car parks - Developer contributions	1,208	1,125
Civil works developer contributions fund	829	745
Recreational land contributions fund	151	490
Total funds held on a statutory basis	2,188	2,360
Total trust funds and deposits (Note 5.3)	2,740	2,805
Total restricted funds	4,928	5,165
Total unrestricted cash and cash equivalents	29,764	27,577
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	9,035	5,516
- Conditional grants unspent (note 3.4(c))	1,482	1,997
Total funds subject to intended allocations	10,517	7,513
Cash and cash equivalents include cash on hand, deposits at call, and other highly liquid investments with original maturities of 90 days or less, net of outstanding bank overdrafts.		
(B) OTHER FINANCIAL ASSETS		
Term deposits - current	10,000	32,000
Total other financial assets	10,000	32,000
Total financial assets (a) + (b)	44,692	64,742

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	2020 \$'000	2019 \$'000
(C) TRADE AND OTHER RECEIVABLES		
CURRENT		
<i>STATUTORY RECEIVABLES</i>		
Rates debtors	5,102	2,666
Infringement debtors	1,785	1,400
Provision for doubtful debts - infringements	(277)	(267)
Net GST receivable	2,230	1,748
<i>NON STATUTORY RECEIVABLES</i>		
Other debtors	6,007	2,192
Provision for doubtful debts - other debtors	(19)	(18)
Total trade and other receivables	14,828	7,721

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

COVID-19 Disclosure - Rates debtors year end balance is high compared to prior year due to flexibility Council afforded to its ratepayers (no penalty interest and no referral of outstanding debts to formal debt collectors). Council has a high level of assurance on future collectability of these balances. The 30 June 2020 balance for Other debtors is influenced by \$4.5 million grant funding from the Federal Government for the construction of the New Shepparton Art Museum building (which has subsequently been paid post 30 June 2020). Council will continue to monitor Sundry Debtors and reports monthly on outstanding balances.

(D) AGEING OF RECEIVABLES

The ageing of the Council's trade and other receivables (excluding statutory receivables) that are not impaired was:

Current (not yet due)	5,429	1,906
Past due by up to 30 days	335	153
Past due between 31 and 180 days	72	34
Past due between 181 and 365 days	122	17
Past due by more than 1 year	49	82
Total trade and other receivables	6,007	2,192

(E) PROVISION FOR DOUBTFUL DEBTS

At balance date, other debtors included sundry debtors with a nominal value of \$6,006,513 (2019: \$2,192,075). 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 \$18,675 (2019: \$18,085). Many of the long outstanding past due amounts have been lodged with Council's debt collectors or are on payment arrangements.

COVID-19 Disclosure - excluding one-off items, year end sundry debtor balances have not escalated above 2019 levels. When using the expected credit loss model, in addition to 'base expectations', Council has also applied to debts greater than 30 days outstanding a factor of between 0.5% to 2.0% (greater than 90 days) in consideration of potential economic impacts of prolonged restrictions due to COVID-19. For Parking Infringements (Tickets issued, penalty reminder notices issued and final notices) a factor of 4.5% has been applied.

5.2 NON-FINANCIAL ASSETS	2020 \$'000	2019 \$'000
(A) INVENTORIES		
Inventories held for distribution	89	107
Total inventories	89	107
Inventories held for distribution are measured at cost, adjusted when applicable for any loss of service potential. All other inventories, including land held for sale, are measured at the lower of cost and net realisable value. Where inventories are acquired for no cost or nominal consideration, they are measured at current replacement cost at the date of acquisition.		
(B) OTHER ASSETS		
Prepayments	1,088	899
Accrued income	171	798
Other	-	1
Total other assets	1,259	1,698
(C) INTANGIBLE ASSETS		
Landfill air space	32,276	-
Total intangible assets	32,276	-

	LANDFILL \$'000	TOTAL \$'000
GROSS CARRYING AMOUNT		
Balance at 1 July 2019	-	-
Additions from internal developments	32,276	32,276
Other additions	-	-
Balance at 1 July 2020	32,276	32,276
ACCUMULATED AMORTISATION AND IMPAIRMENT		
Balance at 1 July 2019	-	-
Amortisation expense	-	-
Balance at 1 July 2020	-	-
Net book value at 30 June 2019	-	-
Net book value at 30 June 2020	32,276	32,276

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

Cosgrove 2 landfill provision was fully expensed based on the expected remaining operational life at the time of original provision recognition in 2014/15. As a result there are no opening balance for intangible assets for landfill at 1 July 2019. Cosgrove 3 landfill opened late in 2019/20 and the provision and intangible asset were booked up as part of the 30 June 2020 calculations. Amortisation will be calculated from 2020/21.

5.3 PAYABLES	2020 \$'000	2019 \$'000
(A) TRADE AND OTHER PAYABLES		
Trade payables	2,907	2,497
Prepaid income	44	142
Accrued expenses	15,714	8,959
Other payables	1,882	1,881
Total trade and other payables	20,547	13,479
<p>2019 Trade payables, Accrued expenses and Other payables balances have been restated to correct the allocated split of these trade and other payable types for consistency. 2019 Total trade and other payables remains unchanged.</p> <p>2020 accrued expenses include New SAM accruals for works completed but not yet invoiced at 30 June 2020.</p> <p>COVID-19 Disclosure - creditor balances are assessed as not having been materially impacted by COVID-19. With the majority of Council suppliers being local, small to medium enterprises, a concerted effort has been made to pay suppliers quicker than the standard 30 day payment terms.</p>		
(B) TRUST FUNDS AND DEPOSITS		
Refundable deposits	1,888	2,147
Fire services levy	391	257
Retention amounts	461	401
Total trust funds and deposits	2,740	2,805
(C) UNEARNED INCOME		
Grants received in advance - operating	1,000	-
Grants received in advance - capital	317	-
Total unearned income	1,317	-

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.

Unearned income are amounts received where performance obligations have not yet been met. Council had four grants received that have performance obligations outstanding for Murchison Neighbourhood House (\$100k), MOVE Project (\$900k), Sir Murray Bouchier memorial (\$141k) and Australian Botanic Gardens Water Supply (\$176k)

PURPOSE AND NATURE OF ITEMS

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 and refundable deposits - 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	2020 \$'000	2019 \$'000
CURRENT		
Borrowings - secured	1,613	1,429
	1,613	1,429
NON-CURRENT		
Borrowings - secured	13,973	15,641
	13,973	15,641
Total	15,586	17,070
Borrowings are secured by general rates as per the <i>Local Government Act 1989 Section 148 (1)(a)</i>		
(A) THE MATURITY PROFILE FOR COUNCIL'S BORROWINGS IS:		
Not later than one year	1,613	1,429
Later than one year and not later than five years	9,101	6,484
Later than five years	4,872	9,157
	15,586	17,070

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

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

5.5 PROVISIONS	EMPLOYEE \$'000	LANDFILL RESTORATION \$'000	TOTAL \$'000
2020			
Balance at beginning of the financial year	11,123	7,211	18,334
Additional provisions	4,028	33,403	37,431
Amounts used	(2,941)	(55)	(2,996)
Change in the discounted amount arising because of time and the effect of any change in the discount rate	133	927	1,060
Balance at the end of the financial year	12,343	41,486	53,829
2019			
Balance at beginning of the financial year	10,192	6,137	16,329
Additional provisions	4,620	1,631	6,251
Amounts used	(4,101)	(556)	(4,657)
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

5.5 PROVISIONS	2020 \$'000	2019 \$'000
(A) EMPLOYEE PROVISIONS		
<i>CURRENT PROVISIONS EXPECTED TO BE WHOLLY SETTLED WITHIN 12 MONTHS</i>		
Annual leave	3,183	2,784
Long service leave	1,106	957
	4,289	3,741
<i>CURRENT PROVISIONS EXPECTED TO BE WHOLLY SETTLED AFTER 12 MONTHS</i>		
Annual leave	1,071	689
Long service leave	5,529	5,252
	6,600	5,941
Total current employee provisions	10,889	9,682
<i>NON-CURRENT</i>		
Long service leave	1,454	1,441
Total non-current employee provisions	1,454	1,441
<i>AGGREGATE CARRYING AMOUNT OF EMPLOYEE PROVISIONS:</i>		
Current	10,889	9,682
Non-current	1,454	1,441
Total aggregate carrying amount of employee provisions	12,343	11,123
The calculation of employee costs and benefits includes all relevant on-costs and are calculated as follows at reporting date.		
<i>Wages and salaries and annual leave</i>		
Liabilities for wages and salaries, including non-monetary benefits, 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.		
<i>Long service leave</i>		
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.		
Key assumptions:		
- discount rate	0.872%	1.340%
- index rate	1.500%	1.500%

5.5 PROVISIONS	2020 \$'000	2019 \$'000
(B) LANDFILL RESTORATION		
Current	3,514	80
Non-current	37,972	7,131
Total landfill restoration	41,486	7,211

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	0.24% - 1.72%	0.96% - 1.92%
- index rate	2.20%	1.30%
- estimated cost to rehabilitate	34,179	7,452

Landfill

Cosgrove 3 landfill opened late in 2019/20. The rehabilitation and aftercare provision was booked at the value of \$32.28m

5.6 FINANCING ARRANGEMENTS	2020 \$'000	2019 \$'000
The Council has the following funding arrangements in place as at 30 June 2020		
Bank guarantees	200	200
Credit card facilities	100	100
Interest bearing loans	17,586	19,070
Total facilities	17,886	19,370
<i>USED FACILITIES</i>		
Bank guarantees	30	30
Credit card facilities	16	20
Interest bearing loans	15,586	17,070
Total used facilities	15,632	17,120
Unused facilities	2,254	2,250

2019 Interest bearing loans has been restated. At the prior period balance date, 30 June 2019, a \$2.0m unused loan facility (redraw) was available to Council, which was not represented in Council's 2019 Financial Statements.

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.

2020					
<i>OPERATING</i>					
Kerbside collection and disposal	6,205	6,329	6,456	-	18,991
Open space management	281	290	430	-	1,001
Operational supplies and services	2,831	1,915	1,857	290	6,893
Home care services	250	-	-	-	250
Cleaning contracts for council buildings	489	-	-	-	489
Total	10,056	8,534	8,743	290	27,623
<i>CAPITAL</i>					
Buildings	16,555	-	-	-	16,555
Waste	125	-	-	-	125
Other	4,490	-	-	-	4,490
Total	21,171	-	-	-	21,171
2019					
<i>OPERATING</i>					
Kerbside collection and disposal	5,594	5,594	12,282	-	23,470
Open space management	374	387	817	-	1,578
Operational supplies and 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

5.8 LEASES

POLICY APPLICABLE BEFORE 1 JULY 2019

As a lessee, Council classifies leases as operating or finance leases based on its assessment of whether the lease transferred significantly all of the risks and rewards incidental to ownership of the underlying asset to Council.

Operating lease payments, including any contingent rentals, were recognised as an expense in the comprehensive income statement on a straight-line basis over the lease term, except where another systematic basis is more representative of the time pattern of the benefits derived from the use of the leased asset. The leased asset was not recognised in the balance sheet.

All incentives for the agreement of a new or renewed operating lease were recognised as an integral part of the net consideration agreed for the use of the leased asset, irrespective of the incentive's nature or form or the timing of payments.

In the event that lease incentives were received to enter into operating leases, the aggregate cost of incentives were recognised as a reduction of rental expense over the lease term on a straight-line basis, unless another systematic basis was more representative of the time pattern in which economic benefits from the leased asset were consumed.

Council has applied AASB 16 Leases using a modified retrospective approach with the cumulative effect of initial application recognised as an adjustment to the opening balance of accumulated surplus at 1 July 2019, with no restatement of comparative information. The Council applied the approach consistently to all leases in which it is a lessee.

On transition to AASB 16 Leases, Council elected to apply the practical expedient to 'grandfather' the assessment of which transactions are leases. The Council has applied this practical expedient to all of its contracts and therefore applied AASB 16 Leases only to contracts that were previously identified as leases.

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

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

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

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

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

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

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

5.8 LEASES

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

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

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

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

RIGHT-OF-USE ASSETS	PROPERTY \$'000	VEHICLES \$'000	OTHER \$'000	TOTAL \$'000
Balance at 1 July 2019	85	432	51	568
Additions	-	736	-	736
Amortisation charge	(51)	(296)	(23)	(370)
Balance at 30 June 2020	34	872	28	934

LEASE LIABILITIES	2020 \$'000
Maturity analysis - contractual undiscounted cash flows	
Less than one year	288
One to five years	661
Total undiscounted lease liabilities as at 30 June 2020	949
Lease liabilities included in the Balance Sheet at 30 June 2020:	
Current	288
Non-current	661
Total lease liabilities	949

SHORT-TERM AND LOW VALUE LEASES

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

EXPENSES RELATING TO:	2020 \$'000
Short-term leases	27
Leases of low value assets	84
Total	111
Variable lease payments (not included in measurement of lease liabilities)	-
NON-CANCELLABLE LEASE COMMITMENTS - SHORT-TERM AND LOW VALUE LEASES	
Commitments for minimum lease payments for short-term and low value leases are payable as follows:	
Payable:	
Within one year	119
Later than one year but not later than five years	338
Total lease commitments	457

i. Leases classified as operating leases under *AASB 117 Leases*

At transition, lease liabilities were measured at the present value of the remaining lease payments, discounted at Council's incremental borrowing rate as at 1 July 2019. Right-of-use assets are measured at an amount equal to the lease liability, adjusted by the amount of any prepaid or accrued lease payments. Council applied this approach to all applicable leases.

Council used the following practical expedients when applying *AASB 16 Leases* to leases previously classified as operating leases under *AASB 117 Leases*.

- Applied a single discount rate to a portfolio of leases with similar characteristics.
- Adjusted the right-of-use assets by the amount of *AASB 137* Provisions, Contingent Liabilities and Contingent Assets onerous contract provision immediately before the date of initial application, as an alternative to an impairment review.
- Applied the exemption not to recognise right-of-use assets and liabilities for leases with less than 12 months of lease term.
- Used hindsight when determining the lease term if the contract contains options to extend or terminate the lease.

ii. Leases previously classified as finance leases

For leases that were classified as finance leases under *AASB 117 Leases*, the carrying amount of the right-of-use asset and the lease liability at 1 July 2019 are determined at the carrying amount of the lease asset and lease liability under *AASB 117 Leases* immediately before that date.

Council is not required to make any adjustments on transition to *AASB 16 Leases* for leases in which it acts as a lessor, except for a sub-lease. Council accounted for its leases in accordance with *AASB 16 Leases* from the date of initial application.

IMPACT ON FINANCIAL STATEMENTS

On transition to *AASB 16 Leases*, Council recognised an additional \$567,884 of right-of-use assets and \$567,884 of lease liabilities, recognising the difference in retained earnings.

When measuring lease liabilities, Council discounted lease payments using its incremental borrowing rate at 1 July 2019. The weighted-average rate applied is 3.3%.

	2019 \$'000
Operating lease commitment at 30 June 2019 as disclosed in Council's financial statements	885
Less Recognition exemption for short-term leases	(57)
Less Recognition exemption for leases of low value assets	(235)
Revised Operating lease commitment at 30 June 2019 as disclosed in Council's financial statements	593
Discounted using the incremental borrowing rate at 1 July 2019	(25)
Lease liabilities recognised as at 1 July 2019	568

Note 6 – Assets we manage

6.1 NON CURRENT ASSETS CLASSIFIED AS HELD FOR SALE	2020 \$'000	2019 \$'000
Cost of acquisition	450	55
Total non current assets classified as held for sale	450	55

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 2019 \$'000	ADDITIONS \$'000	CONTRIBUTIONS \$'000	REVALUATION \$'000	DEPRECIATION \$'000	DISPOSAL \$'000	WRITE-OFF \$'000	TRANSFERS \$'000	AT FAIR VALUE 30 JUNE 2020 \$'000
Property	78,771	124	74	-	(138)	(2)	-	974	79,803
Buildings	74,349	1,369	-	-	(1,855)	(14)	-	3,565	77,414
Plant and equipment	30,266	1,563	-	-	(2,296)	(218)	-	84	29,399
Infrastructure	829,916	15,766	11,581	55,844	(22,985)	(655)	-	25,189	914,656
Work in progress	42,828	49,818	-	-	-	-	(1,118)	(30,784)	60,744
Total	1,056,130	68,640	11,655	55,844	(27,274)	(889)	(1,118)	(972)	1,162,016

SUMMARY OF WORK IN PROGRESS

	OPENING WIP \$'000	ADDITIONS \$'000	WRITE-OFF \$'000	TRANSFERS \$'000	CLOSING WIP \$'000
Property	8,010	33,656	(19)	(1,429)	40,218
Plant and equipment	1,204	3,334	-	(128)	4,410
Infrastructure	33,614	12,828	(1,099)	(29,227)	16,116
Total	42,828	49,818	(1,118)	(30,784)	60,744

Work in progress balance is largely impacted by the construction of New Shepparton Art Museum building still in progress (\$35m).

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 2019	26,521	44,445	8,861	79,827	34,987	89,160	124,147	8,010	211,984
Accumulated depreciation at 1 July 2019	-	-	(1,056)	(1,056)	(14,074)	(35,724)	(49,798)	-	(50,854)
	26,521	44,445	7,805	78,771	20,913	53,436	74,349	8,010	161,130
<i>MOVEMENTS IN FAIR VALUE</i>									
Additions	-	20	104	124	1,018	351	1,369	33,656	35,149
Contributions	66	-	8	74	-	-	-	-	74
Revaluation	-	-	-	-	-	-	-	-	-
Disposal	-	-	(2)	(2)	(11)	(142)	(153)	-	(155)
Write-off	-	-	-	-	-	-	-	(19)	(19)
Transfers	-	1,515	(712)	803	(6,011)	7,634	1,623	(1,429)	997
Impairment losses recognised in operating result	-	-	-	-	-	-	-	-	-
	66	1,535	(602)	999	(5,004)	7,843	2,839	32,208	36,046
<i>MOVEMENTS IN ACCUMULATED DEPRECIATION</i>									
Depreciation and amortisation	-	-	(138)	(138)	(536)	(1,319)	(1,855)	-	(1,993)
Accumulated depreciation of disposals	-	-	-	-	1	138	139	-	139
Revaluation	-	-	-	-	-	-	-	-	-
Impairment losses recognised in operating result	-	-	-	-	-	-	-	-	-
Transfers	-	-	171	171	2,629	(687)	1,942	-	2,113
	-	-	33	33	2,094	(1,868)	226	-	259
At fair value 30 June 2020	26,587	45,980	8,259	80,826	29,983	97,003	126,986	40,218	248,030
Accumulated depreciation at 30 June 2020	-	-	(1,023)	(1,023)	(11,980)	(37,592)	(49,572)	-	(50,595)
	26,587	45,980	7,236	79,803	18,003	59,411	77,414	40,218	197,435

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 2019	16,694	25,152	7,445	1,204	50,495
Accumulated depreciation at 1 July 2019	(8,292)	(4,822)	(5,911)	-	(19,025)
	8,402	20,330	1,534	1,204	31,470
<i>MOVEMENTS IN FAIR VALUE</i>					
Additions	1,315	116	132	3,334	4,897
Contributions	-	-	-	-	-
Revaluation	-	-	-	-	-
Disposal	(1,757)	(3,190)	(5,632)	-	(10,579)
Write-off	-	-	-	-	-
Transfers	(84)	336	78	(128)	202
Impairment losses recognised in operating result	-	-	-	-	-
	(526)	(2,738)	(5,422)	3,206	(5,480)
<i>MOVEMENTS IN ACCUMULATED DEPRECIATION</i>					
Depreciation and amortisation	(1,624)	(284)	(388)	-	(2,296)
Accumulated depreciation of disposals	1,538	3,190	5,633	-	10,361
Impairment losses recognised in operating result	-	-	-	-	-
Transfers	18	(266)	2	-	(246)
	(68)	2,640	5,247	-	7,819
At fair value 30 June 2020	16,168	22,414	2,023	4,410	45,015
Accumulated depreciation at 30 June 2020	(8,360)	(2,182)	(664)	-	(11,206)
	7,808	20,232	1,359	4,410	33,809

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 2019	647,065	22,884	77,647	180,169	148,906	9,417	52,752	8,332	12,315	13,196	33,614	1,206,297
Accumulated depreciation at 1 July 2019	(175,980)	(8,610)	(23,018)	(63,101)	(55,475)	(3,270)	(6,419)	(310)	(1,276)	(5,308)	-	(342,767)
	471,085	14,274	54,629	117,068	93,431	6,147	46,333	8,022	11,039	7,888	33,614	863,530
<i>MOVEMENTS IN FAIR VALUE</i>												
Additions	14,623	-	123	138	218	252	47	-	-	365	12,828	28,594
Contributions	6,072	-	1,801	2,911	-	-	699	-	-	98	-	11,581
Revaluation	91,155	-	5,518	(361)	803	92	894	-	250	(285)	-	98,066
Disposal	(26)	-	(16)	(514)	(451)	-	(50)	-	(4)	(115)	-	(1,176)
Write-off	-	-	-	-	-	-	-	-	-	-	(1,099)	(1,099)
Transfers	1,236	(1,098)	(458)	(354)	3,608	22,829	357	-	12	925	(29,227)	(2,170)
	113,060	(1,098)	6,968	1,820	4,178	23,173	1,947	-	258	988	(17,498)	133,796
<i>MOVEMENTS IN ACCUMULATED DEPRECIATION</i>												
Depreciation	(14,066)	(255)	(1,205)	(2,004)	(2,974)	(227)	(580)	(35)	(102)	(543)	-	(21,991)
Depreciation and amortisation	(14,517)	(240)	(1,237)	(2,058)	(3,104)	(547)	(573)	(35)	(75)	(599)	-	(22,985)
Accumulated depreciation of disposals	14	-	7	184	248	-	15	-	3	50	-	521
Revaluation	(41,538)	-	(1,225)	1,714	(239)	(21)	(425)	-	(89)	(399)	-	(42,222)
Transfers	57	955	122	392	(3,506)	(67)	(85)	-	253	11	-	(1,868)
	(55,984)	715	(2,333)	232	(6,601)	(635)	(1,068)	(35)	92	(937)	-	(66,554)
At fair value 30 June 2020	760,125	21,786	84,615	181,989	153,084	32,590	54,699	8,332	12,573	14,184	16,116	1,340,093
Accumulated depreciation at 30 June 2020	(231,964)	(7,895)	(25,351)	(62,869)	(62,076)	(3,905)	(7,487)	(345)	(1,184)	(6,245)	-	(409,321)
	528,161	13,891	59,264	119,120	91,008	28,685	47,212	7,987	11,389	7,939	16,116	930,772

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
asphalt	-	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 2020 are as follows:

	LEVEL 1 \$'000	LEVEL 2 \$'000	LEVEL 3 \$'000	DATE OF VALUATION
Land	-	45,980	-	January 2018
Specialised land	-	-	26,587	January 2018
Land improvements	-	-	7,236	January 2018
Heritage buildings	-	-	18,003	January 2018
Buildings	-	-	59,411	January 2018
Total	-	45,980	111,237	

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 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 2020 are as follows:

	LEVEL 1 \$'000	LEVEL 2 \$'000	LEVEL 3 \$'000	DATE OF VALUATION
Roads	-	-	528,161	June 2020
Bridges	-	-	13,891	June 2018
Footpaths and cycleways	-	-	59,264	June 2020
Drainage	-	-	119,120	June 2020
Recreational, leisure and community facilities	-	-	91,008	June 2020
Waste management	-	-	28,685	June 2020
Parks, open space and streetscapes	-	-	47,212	June 2020
Aerodromes	-	-	7,987	June 2020
Off street car parks	-	-	11,389	June 2020
Other infrastructure	-	-	7,939	June 2020
Total	-	-	914,656	

COVID-19 Disclosure - Non-current asset values are not expected to be materially impacted by COVID-19 as at 30 June 2020. Formal revaluations were undertaken for Infrastructure assets during 2019/20 (Roads, Footpaths, Drains) which were predominately based on unit rates from Developer gifted assets and largely immune to the impacts of COVID-19. Infrastructure asset values are not considered to be impaired due to COVID-19. Land and Building valuations have been assessed as not materially impaired as Council buildings are not income generating assets that are likely to have been impacted by COVID-19.

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 are calculated on a square metre basis and ranges from \$35 to \$16,500 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.

	2020 \$'000	2019 \$'000
<i>RECONCILIATION OF SPECIALISED LAND</i>		
Land under roads	26,587	26,521
Total specialised land	26,587	26,521

6.3 INVESTMENTS IN ASSOCIATES	2020 \$'000	2019 \$'000
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(A) INVESTMENTS IN ASSOCIATES	2020 \$'000	2019 \$'000
- Goulburn Valley Regional Library Corporation (GVRLC)	1,447	1,393
Fair value of Council's investment in Goulburn Valley Regional Library Corporation (GVRLC)	1,447	1,393

GOULBURN VALLEY REGIONAL LIBRARY CORPORATION (GVRLC)

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 Strathbogie Shire Council. Each Council has two committee representatives on the Board of Directors.

Each Member Council contributes financially to the operation of the Corporation based on the ratio of their population base. Contribution payments are considered a 'fee for service' on a commercial basis and are relative to the services the Corporation provides. The amount of financial 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	(387)	(322)
Reported surplus/(deficit) for year	54	(65)
Council's share of accumulated surplus/(deficit) at end of year	(333)	(387)

COUNCIL'S SHARE OF RESERVES

Council's share of reserves at start of year	1,780	1,780
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	1,393	1,457
Share of surplus/(deficit) for year	54	(65)
% share of equity adjustment	-	1
Carrying value of investment at end of year	1,447	1,393

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		2020 NO.	2019 NO
(A) RELATED PARTIES			
<i>PARENT ENTITY</i>			
Greater Shepparton City Council is the parent entity.			
<i>SUBSIDIARIES AND 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 Seema Abdullah (Mayor - Nov to Jun)		
	Councillor Kim O'Keeffe (Mayor - Jul to Oct)		
	Councillor Dinny Adem		
	Councillor Bruce Giovanetti		
	Councillor Chris Hazelman		
	Councillor Les Oroszvary		
	Councillor Dennis Patterson		
	Councillor Fern Summer		
	Councillor Shelley Sutton		
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	5
Total Number of Key Management Personnel		14	14
(C) REMUNERATION OF KEY MANAGEMENT PERSONNEL			
Total remuneration of key management personnel was as follows:			
	Short-term benefits	1,404	1,391
	Long-term benefits	20	27
	Post employment benefits	135	132
Total		1,559	1,550

7.1 COUNCIL AND KEY MANAGEMENT REMUNERATION	2020 NO.	2019 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	7	8
\$40,000 - \$49,999	1	-
\$60,000 - \$69,999	1	-
\$80,000 - \$89,999	-	1
\$210,000 - \$219,999	-	3
\$220,000 - \$229,999	2	1
\$230,000 - \$239,999	2	-
\$320,000 - \$329,999	-	1
\$330,000 - \$339,999	1	-
	14	14

(D) SENIOR OFFICER REMUNERATION

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

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

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

Income Range:

\$148,000 - \$149,999	-	2
\$150,000 - \$159,999	2	8
\$160,000 - \$169,999	4	-
\$170,000 - \$179,999	-	1
\$180,000 - \$189,999	1	-
	7	11

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

	\$'000	\$'000
	1,153	1,706

7.2 RELATED PARTY DISCLOSURE	2020 \$'000	2019 \$'000
(A) TRANSACTIONS WITH RELATED PARTIES		
During the period Council entered into the following transactions with related parties.		
<i>Payments to Goulburn Valley Regional Library Corporation</i>	1,660	1,618
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.		
<i>Receipts from Goulburn Valley Regional Library Corporation</i>	67	67
Annual fees received for provision of financial and human resource services, being accounts payable, accounts receivable, asset management, treasury, financial reporting and payroll services.		
Payments to entities controlled by key management personnel ^{2,3,4,5,6}	504	128
Payments to entities or persons influenced by key management personnel ¹	2	-
Receipts from entities controlled by key management personnel ^{7,9,10,11,12}	279	58
Receipts from entities or persons influenced by key management personnel ⁸	-	-

Notes:

1. Payment of \$2,160 to Tallygaroopna Recreation Reserve Committee of Management for a grant and movie night (Cr Hazelman has an interest) of which \$2,050 was unpaid and outstanding at 30 June 2020.
2. Payment of \$48,070 to GM Community Leadership Program for various course fees (Cr Hazelman has an interest).
3. Payment of \$400 to AFL Goulburn Murray for goods (Director Sustainable Development has an interest).
4. Payment of \$112,576 to SAM Ltd for the transfer of employee entitlements from council to the new entity (CEO and Director Corporate Services have an interest).
5. The Council made payments to publicly listed companies Woolworths \$42,643 and Telstra \$62,706 for goods and services. The CEO holds shares in these companies.
6. Payment of \$37,766 to Goulburn Valley Waste and Resource Recovery Group (Cr Abdullah has an interest).
7. Receipt of \$50 from Shepparton Harness Racing (Cr Hazelman has an interest).
8. Receipt of \$73 from Tallygaroopna Recreation Reserve Committee of Management for Community Liability Premiums.
9. Receipt of \$15,636 from AFL Goulburn Murray for utility and rental invoices (Director Sustainable Development has an interest) of which \$970 was outstanding at 30 June 2020.
10. Receipt of \$200,000 from SAM Ltd for a contribution towards the new SAM building (CEO and Director Corporate Services have interest).
11. Receipt of \$62,811 from Goulburn Valley Waste and Resource Recovery Group for administration fees and business centre hire (Cr Abdullah has an interest).
12. Receipt of \$151 from Pakistani Association of Goulburn Valley for hire of Shepparton Senior Citizens Centre (Cr Abdullah 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 permanent, part-time and casual staff of which four were close family members of key management personnel.

There were no other transactions declared or discovered from any other area of council to disclose.

(B) OUTSTANDING BALANCES WITH RELATED PARTIES

The following balances are outstanding at the end of the reporting period in relation to transactions with related parties.

	2020 \$'000	2019 \$'000
Outstanding payments to entities controlled by key management personnel ^{1,2}	127	-
Outstanding receipts from entities controlled by key management personnel ³	1	-

1. Payment of \$2,160 to Tallygaroopna Recreation Reserve Committee of Management for a grant and movie night (Cr Hazelman has an interest) of which \$2,050 was unpaid and outstanding at 30 June 2020.
2. The Council made payments to publicly listed companies Woolworths \$42,643 of which \$616 was outstanding and Telstra \$262,706 of which \$124,450 was outstanding at 30 June 2020. The CEO holds shares in these companies.
3. Receipt of \$15,636 from AFL Goulburn Murray for utility and rental invoices (Director Sustainable Development has an interest) of which \$970 was outstanding at 30 June 2020.

(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

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

1. Provision of flu vaccinations to Goulburn Valley Regional Library Corporation (GVRLC) staff by Greater Shepparton City Council (GSCC).
2. MOU for provision of administrative services and payment of Admin fees between GSCC and GVRLC.
3. GSCC is committed to paying the annual contributions to GVRLC.
4. GSCC is committed to paying an annual contribution to Shepparton Art Museum (SAM) limited.

Note 8 – Managing uncertainties

8.1 CONTINGENT ASSETS AND LIABILITIES

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

SUPERANNUATION

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

LIABILITY MUTUAL INSURANCE

Council 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

The following new AAS's have been issued that are not mandatory for the 30 June 2020 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.

AASB 1059 Service Concession Arrangements: Grantors (AASB 1059) (applies 2020/21 for LG Sector)

AASB 1059 addresses the accounting for a service concession arrangement by a grantor that is a public sector entity by prescribing the accounting for the arrangement from the grantor's perspective. It requires the grantor to:

- recognise a service concession asset constructed, developed or acquired from a third party by the operator, including an upgrade to an existing asset of the grantor, when the grantor controls the asset;
- reclassify an existing asset (including recognising previously unrecognised identifiable intangible assets and land under roads) as a service concession asset when it meets the criteria for recognition as a service concession asset;
- initially measure a service concession asset constructed, developed or acquired by the operator or reclassified by the grantor at current replacement cost in accordance with the cost approach to fair value in *AASB 13 Fair Value Measurement*. Subsequent to the initial recognition or reclassification of the asset, the service concession asset is accounted for in accordance with *AASB 116 Property, Plant and Equipment* or *AASB 138 Intangible Assets*, as appropriate, except as specified *AASB 1059*;
- recognise a corresponding liability measured initially at the fair value (current replacement cost) of the service concession asset, adjusted for any other consideration between the grantor and the operator; and
- disclose sufficient information to enable users of financial statements to understand the nature, amount, timing and uncertainty of assets, liabilities, revenue and cash flows arising from service concession arrangements.

Based on the Council's current assessment, there is expected to be no impact on the transactions and balances recognised in the financial statements as the Council is not a grantor in a service concession arrangement.

AASB 2018-7 Amendments to Australian Accounting Standards - Definition of Material (applies 2020/21 for LG Sector)

The Standard principally amends *AASB 101 Presentation of Financial Statements* and *AASB 108 Accounting Policies, Changes in Accounting Estimates and Errors*. The amendments refine the definition of material in *AASB 101*. The amendments clarify the definition of material and its application by improving the wording and aligning the definition across AASB Standards and other publications. The impacts on the local government sector are expected to be minimal.

AASB 2019-1 Amendments to Australian Accounting Standards - References to the Conceptual Framework (applies 2020/21 for LG Sector)

This Standard sets out amendments to Australian Accounting Standards, Interpretations and other pronouncements to reflect the issuance of the Conceptual Framework for Financial Reporting (Conceptual Framework) by the AASB. The impacts on the local government sector are expected to be minimal.

8.3 FINANCIAL INSTRUMENTS

(A) OBJECTIVES

The Council's principal financial instruments comprise cash assets, term deposits, receivables (excluding statutory receivables), payables (excluding statutory payables), lease liabilities, 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 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 receivables from sporting clubs and associations. To help manage this risk:

- Council has a policy for establishing credit limits for the entities Council deals 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 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 the amounts related to financial guarantees disclosed in Note 8.1, 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 + 0.00% and -0.25% in market interest rates (AUD) from year-end rates of 0.85%.

These movements will not have a material impact on the valuation of Council's financial assets and liabilities, 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.

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

On 2 August 2020 the Victorian State Government in response to COVID-19 imposed stage 3 restrictions on regional Victoria from Thursday 6 August 2020.

In response Council closed a number of facilities such as Aquamoves, Sports Stadiums and Riverlinks and reverted some of its operations (such as customer service) back to remote or non-contact. No adjustments to balances are required as at 30 June 2020. The 2020/21 Adopted Budget (adopted 16 June 2020) assumed a continuation of restrictions experienced from late in the 2020 financial year through to the end of September 2020. All receivables and payables balances along with actual impacts on revenue and expenses and asset values are not expected to be further impacted by the announcement. Disclosures regarding COVID-19 have been made in the relevant notes to the statements.

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			
2020			
PROPERTY			
Land - specialised	5,905	-	5,905
Land - non-specialised	5,657	-	5,657
Land and land improvements	1,390	-	1,390
Buildings	7,205	-	7,205
	20,157	-	20,157
<i>PLANT & EQUIPMENT</i>			
Artwork and regalia	14,165	-	14,165
	14,165	-	14,165
<i>INFRASTRUCTURE</i>			
Roads	409,837	49,617	459,454
Bridges	19,042	-	19,042
Footpaths and cycleways	52,702	4,293	56,995
Drainage	60,369	1,353	61,722
Recreational, leisure and community facilities	51,967	564	52,531
Waste management	394	71	465
Parks, open space and streetscapes	21,887	469	22,356
Aerodromes	2,271	-	2,271
Offstreet car parks	7,247	161	7,408
Other infrastructure	2,848	(684)	2,164
	628,564	55,844	684,408
Total asset revaluation reserves	662,886	55,844	718,730

2019**PROPERTY**

Land - specialised	5,905	-	5,905
Land - non-specialised	5,657	-	5,657
Land Improvements	1,390	-	1,390
Buildings	7,205	-	7,205

	20,157	-	20,157
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PLANT & EQUIPMENT

Artwork and regalia	14,165	-	14,165
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	14,165	-	14,165
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INFRASTRUCTURE

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
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Total asset revaluation reserves

	662,886	-	662,886
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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)	2020 \$'000	2019 \$'000
Surplus/(deficit) for the year	82,865	24,852
Depreciation and amortisation	27,644	26,182
Profit/(loss) on disposal of property, infrastructure, plant and equipment	492	830
Finance costs	38	1,009
Borrowing costs	885	-
Assets written off	2,001	421
Bad debts	69	108
Share of net (profits) or loss of associates and joint ventures	(54)	65
Fair value adjustments for provisions	1,061	411
Contributions - Non-monetary assets	(11,655)	(9,187)
Fair value increases in IPP&E	(55,844)	-
<i>CHANGE IN ASSETS AND LIABILITIES:</i>		
(Increase)/decrease in trade and other receivables	(7,176)	1,147
(Increase)/decrease in prepayments and other assets	45	(323)
Increase/(decrease) in trade and other payables	8,393	2,379
Increase /(decrease) in other liabilities	(65)	(31)
(Increase)/decrease in inventories	18	13
Increase/(decrease) in intangibles	(32,276)	-
Increase/(decrease) in employee provisions	1,087	519
Increase/(decrease) in landfill provisions	33,347	1,075
Net cash provided by/(used in) operating activities	50,875	49,470

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, receives both employer and employee contributions on a progressive basis. Employer contributions are normally based on a fixed percentage of employee earnings (for the year ended 30 June 2020, this was 9.5% as required under Superannuation Guarantee (SG) 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.

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

FUNDING ARRANGEMENTS

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

A triennial actuarial review is currently underway for the Defined Benefit category as at 30 June 2020 and is expected to be completed by 31 December 2020.

As at 30 June 2019, 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 107.1%. 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 2020 was 104.6%.

The VBI is used as the primary funding indicator. Because the VBI was above 100%, the 30 June 2019 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.

9.3 SUPERANNUATION

EMPLOYER CONTRIBUTIONS

REGULAR CONTRIBUTIONS

On the basis of the results of the 2017 full actuarial investigation conducted by the Fund Actuary, Council makes employer contributions to the Fund's Defined Benefit category at rates determined by the Fund's Trustee. For the year ended 30 June 2020, this rate was 9.5% of members' salaries (9.5% in 2018/19). This rate is expected to increase in line with any increases in the SG contribution rate and reviewed as part of the 30 June 2020 triennial valuation.

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

FUNDING CALLS

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

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

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

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

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

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

THE 2019 INTERIM ACTUARIAL INVESTIGATION SURPLUS AMOUNTS

An actuarial investigation is conducted annually for the Defined Benefit category of which Council is a contributing employer. Generally, a full actuarial investigation conducted every three years and interim actuarial investigations are conducted for each intervening year. An interim investigation was conducted as at 30 June 2019 and the last full actuarial investigation was conducted as at 30 June 2017.

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

	2019 \$M	2017 \$M
- A VBI Surplus	151.3	69.8
- A total service liability surplus	233.4	193.5
- A discounted accrued benefits surplus	256.7	228.8

The VBI surplus means that the market value of the fund's assets supporting the defined benefit obligations exceed the vested benefits that the defined benefit members would have been entitled to if they had all exited on 30 June 2019.

The total service liability surplus means that the current value of the assets in the Fund's Defined Benefit category plus expected future contributions exceeds the value of expected future benefits and expenses as at 30 June 2019.

The discounted accrued benefit surplus means that the current value of the assets in the Fund's Defined Benefit category exceeds the value of benefits payable in the future but accrued in respect of service to 30 June 2019.

Council was notified of the 30 June 2019 VBI during August 2019 (2018: August 2018).

THE 2020 TRIENNIAL ACTUARIAL INVESTIGATION

A triennial actuarial investigation is being conducted for the Fund’s position as at 30 June 2020. It is anticipated that this actuarial investigation will be completed by 31 December 2020. The financial assumptions for the purposes of this investigation are:

9.3 SUPERANNUATION

THE 2020 TRIENNIAL ACTUARIAL INVESTIGATION (CTD)

	2020 TRIENNIAL INVESTIGATION	2017 TRIENNIAL INVESTIGATION
Net investment return	5.6% pa	6.5% pa
Salary inflation	2.50 %pa for the first two years and 2.75%pa thereafter	3.5% pa
Price inflation	2.0% pa	2.5% pa

Contributions by Council (excluding any unfunded liability payments) to the above superannuation plans for the financial year ended 30 June 2020 are detailed below:

SCHEME	TYPE OF SCHEME	RATE	2020 \$'000	2019 \$'000
Vision super	Defined benefit	9.50%	129	137
Other than Vision super	Defined benefit	9.50%	9	10
Vision super	Accumulation fund	9.50%	2,685	2,742
Other than Vision super	Accumulation fund	9.50%	1,604	1,509

There were \$126k contributions outstanding and no loans issued from or to the above schemes as at 30 June 2020.

The expected contributions to be paid to the Defined Benefit category of Vision Super for the year ending 30 June 2021 is \$124k

Note 10 – Change in accounting policy

Council has adopted AASB 15 Revenue from Contracts with Customers, AASB 16 Leases and AASB 1058 Income of Not-for-Profit Entities from 1 July 2019. This has resulted in changes in accounting policies and adjustments to the amounts recognised in the financial statements.

Due to the transition methods chosen by Council in applying these standards, comparative information throughout these financial statements has not been restated to reflect the requirements of the new standards except in relation to contracts that were not complete at 1 July 2019. The transition impact of these are detailed below.

A) AASB 15 REVENUE FROM CONTRACTS WITH CUSTOMERS - IMPACT OF ADOPTION

AASB 15 Revenue from Contracts with Customers applies to revenue transactions where Council provides services or goods under contractual arrangements.

Council adopted *AASB 15 Revenue from Contracts with Customers* using the modified (cumulative catch up) method. Revenue for 2019 as reported under AASB 118 Revenue is not adjusted, because the new standard is only applied from the date of initial application.

AASB 15 Revenue from Contracts with Customers requires revenue from contracts with customers to be recognised as Council satisfies the performance obligations under the contract.

B) AASB 16 LEASES

AASB 16 Leases requires right of use assets and related liabilities for all lease agreements to be recognised on the balance sheet. The Statement of Comprehensive Income is to separately recognise the amortisation of the right of use asset, and the finance costs relating to the lease. Council has elected to adopt the modified (cumulative catch up) method under the standard and as such has not adjusted 2019 disclosures. The transition impact of these are detailed below.

C) AASB 1058 INCOME OF NOT-FOR-PROFIT ENTITIES

AASB 1058 Income of Not-for-Profit Entities applies to income received where no contract is in place. This includes statutory charges (such as rates) as well as most grant agreements.

Council adopted *AASB 1058 Income of Not-for-Profit Entities* using the modified (cumulative catch up) method. Income for 2019 is not adjusted, because the new standard is only applied from the date of initial application.

AASB 1058 Income of Not-for-Profit Entities requires income to be recognised as Council satisfies the performance obligations under the contract.

D) TRANSITION IMPACTS

The following table summarises the impact of transition to the new standards on retained earnings at 1 July 2019.

	2019 \$'000
Retained earnings at 30 June 2019	417,272
Revenue adjustment - impact of <i>AASB 15 Revenue from Contracts with Customers</i>	-
Income Adjustment - impact of <i>AASB 1058 Income of Not-for-Profit Entities</i>	-
Retained earnings at 1 July 2019	417,272

Council adopted the practical expedient of deeming the lease asset to be equal in value to the lease liability at 1 July 2019. As such there was no impact on retained earnings on the adoption of AASB 16 Leases.

The following table summarises the impacts of transition to the new standards on Council's balance sheet for the year ending 30 June 2019.

ASSETS	AS REPORTED 30 JUNE 2019 \$'000	ADJUSTMENTS \$'000	POST ADOPTION \$'000
Right of use assets	-	568	568
Grants receivable	-	-	-
	-	568	568
LIABILITIES			
Unearned income - operating grants	-	-	-
Unearned income - capital grants	-	-	-
Lease liability - current	-	242	242
Lease liability - non-current	-	326	326
	-	568	568

PERFORMANCE STATEMENT

For the year ended 30 June 2020

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 2019-20 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 was 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 Greater 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 \$3.6 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 Freedom Foods. Several multinational companies also reside just outside of the Greater Shepparton municipal boundary, such as Murray Goulburn Co-operative and Bega.

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

COVID-19 Disclosure

On 30 January 2020, COVID-19 was declared as a global pandemic by the World Health Organisation. In March 2020, the State of Victoria declared a state of emergency to respond to the COVID-19 outbreak. Greater Shepparton City Council (Council) responded in March by closing several facilities until government restrictions eased. Operations were also changed and adjusted to ensure the delivery of critical services.

Some of the Council services and facilities impacted were Aquamoves, Sports Stadiums, Performing Arts, Children's Services, KidsTown and Victoria Park Lake Caravan Park. The financial impact of COVID-19 on Greater Shepparton City Council has been disclosed in the notes to the financial statements.

Council adopted two separate economic responses to COVID-19 for the community. Stage 1 (March 2020) was estimated at \$1.5 million providing timely financial and direct support to businesses and the broader community. In June 2020, Stage 2 was announced estimated at \$2 million support for the community.

Council will continue to monitor revenue and expenditure levels over the next year and also provide support to the community.

REPORT OF OPERATIONS

Service Performance Indicators

For the year ended 30 June 2020

INDICATOR/MEASURE	RESULTS 2017	RESULTS 2018	RESULTS 2019	RESULTS 2020	MATERIAL VARIATIONS
AQUATIC FACILITIES					
<i>SERVICE STANDARD</i>					
Health inspections of aquatic facilities [Number of authorised officer inspections of Council aquatic facilities / Number of Council aquatic facilities]	1	0	1	1.25	
<i>SERVICE COST</i>					
Cost of aquatic facilities [Direct cost of aquatic facilities less income received / Number of visits to indoor aquatic facilities]	New in 2020	New in 2020	New in 2020	\$2.58	From 2020, this measure replaced two previous measures 'Cost of indoor aquatic facilities' and 'Cost of outdoor aquatic facilities', see retired measures.
ANIMAL MANAGEMENT					
<i>TIMELINESS</i>					
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	
<i>SERVICE STANDARD</i>					
Animals reclaimed [Number of animals reclaimed / Number of animals collected] x100	41.27%	39.97%	47.14%	46.25%	
Animals rehomed (Number of animals rehomed / number of animals collected) x 100	New in 2020	New in 2020	New in 2020	41.93%	New measure for 2019-20 financial year
<i>SERVICE COST</i>					
Cost of animal management service [Direct cost of the animal management service / Population]	New in 2020	New in 2020	New in 2020	\$16.22	This measure is replacing previous "Cost of animal management service" which was based on cost per number of registered animals, see retired measures.

INDICATOR/MEASURE	RESULTS 2017	RESULTS 2018	RESULTS 2019	RESULTS 2020	MATERIAL VARIATIONS
FOOD SAFETY					
<i>TIMELINESS</i>					
Time taken to action food complaints [Number of days between receipt and first response action for all food complaints / Number of food complaints]	4.60	2.18	2.58	2.02	Time taken to action food complaints has improved during 2019-20
<i>SERVICE STANDARD</i>					
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	67.65%	82.37%	67.31%	82.20%	Food safety assessments have increased from 280 in 2018-19 to 337 in 2019-20
<i>SERVICE COST</i>					
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]	\$610.70	\$635.09	\$641.69	\$577.27	
GOVERNANCE					
<i>TRANSPARENCY</i>					
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	2.23%	2.59%	1.40%	1.55%	
<i>CONSULTATION AND ENGAGEMENT</i>					
Satisfaction with community consultation and engagement Community satisfaction rating out of 100 with how Council has performed on community consultation and engagement	53	57	55	54	

INDICATOR/MEASURE	RESULTS 2017	RESULTS 2018	RESULTS 2019	RESULTS 2020	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	92.31%	92.36%	85.42%	92.06%	
SERVICE COST					
Cost of governance [Direct cost of the governance service / Number of Councillors elected at the last Council general election]	\$51,505.78	\$40,364.78	\$41,253.44	\$43,002.78	
LIBRARIES					
UTILISATION					
Library collection usage [Number of library collection item loans / Number of library collection items]	3.10	3.28	3.42	2.78	From 2019-20, this indicator measures the performance of physical library items as a subset of the wider library collection. There has been a reduction in the physical loan items usage due to COVID-19 which has led to library closures and social distancing measures.
RESOURCE STANDARD					
Standard of library collection [Number of library collection items purchased in the last 5 years / Number of library collection items] x100	41.25%	45.98%	49.70%	51.70%	
SERVICE COST					
Cost of library service per population [Direct cost of the library service / Population]	New in 2020	New in 2020	New in 2020	\$18.42	This measure is replacing the previous "Cost of library service" indicator, which measured based on number of visits, see retired measures.

INDICATOR/MEASURE	RESULTS 2017	RESULTS 2018	RESULTS 2019	RESULTS 2020	MATERIAL VARIATIONS
MATERNAL AND CHILD HEALTH (MCH)					
<i>SERVICE STANDARD</i>					
Infant enrolments in the MCH service [Number of infants enrolled in the MCH service (from birth notifications received) / Number of birth notifications received] x100	100%	100%	100%	99.88%	
<i>SERVICE COST</i>					
Cost of the MCH service [Cost of the MCH service / Hours worked by MCH nurses]	\$60.22	\$62.88	\$62.48	\$63.17	
<i>SATISFACTION</i>					
Participation in 4-week Key Age and Stage visit [Number of 4-week key age and stage visits / Number of birth notifications received] x100	New in 2020	New in 2020	New in 2020	94.10%	New measure for 2019-20 financial year
ROADS					
<i>SATISFACTION OF USE</i>					
Sealed local road requests [Number of sealed local road requests / Kilometres of sealed local roads] x100	27.68	24.13	19.48	17.73	
<i>CONDITION</i>					
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	94.43%	97.05%	97.07%	96.74%	
<i>SERVICE COST</i>					
Cost of sealed local road reconstruction [Direct cost of sealed local road reconstruction / Square metres of sealed local roads reconstructed]	\$85.89	\$186.75	\$28.40	\$80.73	The increase in cost in 2019-20 can be attributed to deep lift asphalt to gain the new structural requirements for heavy traffic on the strategic freight route at Channel Road. The need to construct with asphalt has caused the significant increase as it is a lot more expensive than granular crushed rock construction (which was used in 2018-19)

INDICATOR/MEASURE	RESULTS 2017	RESULTS 2018	RESULTS 2019	RESULTS 2020	MATERIAL VARIATIONS
SERVICE COST					
Cost of sealed local road resealing [Direct cost of sealed local road resealing / Square metres of sealed local roads resealed]	\$4.54	\$4.29	\$5.21	\$4.79	
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]	43	53	55	43	Time taken to decide planning applications has improved significantly. This can be attributed to improved resourcing, staff development and focus on key performance indicators.
SERVICE STANDARD					
Planning applications decided within required timeframes [Number of planning application decisions made within 60 days / Number of planning application decisions made] x100	85.50%	73.50%	58.29%	73.71%	Planning applications decided within required timeframes has improved significantly in 2019-20. This can be attributed to improved resourcing, staff development and focus on key performance indicators.
SERVICE COST					
Cost of statutory planning service [Direct cost of the statutory planning service / Number of planning applications received]	\$2,059.75	\$2,516.59	\$3,147.81	\$2,032.00	The decrease in the cost of the statutory planning service is due to the significant increase in number of applications from 339 in 2018-19 to 435 in 2019-20.
WASTE COLLECTION					
SATISFACTION					
Kerbside bin collection requests [Number of kerbside garbage and recycling bin collection requests / Number of kerbside bin collection households] x1000	30.27	24.12	30.51	28.06	
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	2.34	9.22	3.03	2.69	

INDICATOR/MEASURE	RESULTS 2017	RESULTS 2018	RESULTS 2019	RESULTS 2020	MATERIAL VARIATIONS
SERVICE COST					
Cost of kerbside garbage bin collection service [Direct cost of the kerbside garbage bin collection service / Number of kerbside garbage collection bins]	\$39.85	\$44.94	\$43.91	\$45.83	
Cost of kerbside recyclables collection service [Direct cost of the kerbside recyclables bin collection service / Number of kerbside recyclables collection bins]	\$23.67	\$36.09	\$51.13	\$49.32	

Retired Service Performance Indicators

For the year ended 30 June 2020

SERVICE/INDICATOR/MEASURE	RESULTS				
	2017	2018	2019	2020	
AQUATIC FACILITIES					
SERVICE COST					
Cost of indoor aquatic facilities [Direct cost of indoor aquatic facilities less income received / Number of visits to indoor aquatic facilities]	\$0.98	\$0.79	\$1.33		Retired in 2020
Cost of outdoor aquatic facilities [Direct cost of outdoor aquatic facilities less income received / Number of visits to outdoor aquatic facilities]	\$10.56	\$9.79	\$13.31		Retired in 2020
ANIMAL MANAGEMENT					
SERVICE COST					
Cost of animal management service [Direct cost of the animal management service / Number of registered animals]	\$57.47	\$65.24	\$65.92		Retired in 2020
HEALTH AND SAFETY					
Animal management prosecutions [Number of successful animal management prosecutions]	3	4	6		Retired in 2020
LIBRARIES					
SERVICE COST					
Cost of library service [Direct cost of the library service / Number of visits]	\$7.27	\$7.82	\$8.14		Retired in 2020
MATERNAL AND CHILD HEALTH (MCH)					
SATISFACTION					
Participation in first MCH home visit [Number of first MCH home visits / Number of birth notifications received] x100	102.08%	101.45%	101.86%		Retired in 2020

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

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

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

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

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

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

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

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

“population” means 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.

PERFORMANCE STATEMENT

Sustainable Capacity Indicators

For the year ended 30 June 2020

INDICATOR/MEASURE	RESULTS 2017	RESULTS 2018	RESULTS 2019	RESULTS 2020	MATERIAL VARIATIONS
POPULATION					
Expenses per head of municipal population [Total expenses / Municipal population]	\$1,715	\$1,815	\$1,903	\$1,991	
Infrastructure per head of municipal population [Value of infrastructure / Municipal population]	\$12,800	\$14,616	\$14,809	\$16,783	In FY2020, a formal revaluation of Infrastructure Assets (excluding Bridges) was undertaken resulting in a revaluation increment of \$55.84 million.
Population density per length of road [Municipal population / Kilometres of local roads]	28	29	29	29	
OWN-SOURCE REVENUE					
Own-source revenue per head of municipal population [Own-source revenue / Municipal population]	\$1,450	\$1,492	\$1,548	\$1,549	
RECURRENT GRANTS					
Recurrent grants per head of municipal population [Recurrent grants / Municipal population]	\$488	\$388	\$366	\$390	
DISADVANTAGE					
Relative socio-economic disadvantage [Index of Relative Socio-economic Disadvantage by decile]	2	2	2	2	
WORKFORCE TURNOVER					
Percentage of staff turnover [Number of permanent staff resignations and terminations / Average number of permanent staff for the financial year] x100	10%	11%	9%	10%	

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 2020

INDICATOR/MEASURE	RESULTS 2017	RESULTS 2018	RESULTS 2019	RESULTS 2020	MATERIAL VARIATIONS
AQUATIC FACILITIES					
<i>UTILISATION</i>					
Utilisation of aquatic facilities [Number of visits to aquatic facilities / Municipal population]	10	10	9	7	Decrease in number of visits as Aquamoves closed on 18 March 2020 due to COVID-19.
ANIMAL MANAGEMENT					
<i>HEALTH AND SAFETY</i>					
Animal management prosecutions [Number of successful animal management prosecutions / Number of animal management prosecutions] x 100	New in 2020	New in 2020	New in 2020	100%	There were three successful prosecutions from three animal management prosecutions throughout the year.
FOOD SAFETY					
<i>HEALTH AND SAFETY</i>					
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	0%	100%	0%	100%	In 2020 there was one notification while in 2019 there were zero critical or major non-compliance notifications.
GOVERNANCE					
<i>SATISFACTION</i>					
Satisfaction with Council decisions [Community satisfaction rating out of 100 with how Council has performed in making decisions in the interest of the community]	49	55	53	52	
LIBRARIES					
<i>PARTICIPATION</i>					
Active library members [Number of active library members / Municipal population] x100	10%	9%	10%	10%	
MATERNAL AND CHILD HEALTH (MCH)					
<i>PARTICIPATION</i>					

INDICATOR/MEASURE	RESULTS 2017	RESULTS 2018	RESULTS 2019	RESULTS 2020	MATERIAL VARIATIONS
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	78%	79%	77%	80%	
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	70%	77%	75%	88%	There has been further improvement in participation of the MCH service by Aboriginal children. This can be attributed to focus on engagement and improved collaboration with the Aboriginal community.
ROADS					
<i>SATISFACTION</i>					
Satisfaction with sealed local roads [Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads]	40	55	57	57	
STATUTORY PLANNING					
<i>DECISION MAKING</i>					
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	25%	100%	50%	100%	Low number of VCAT decisions. In 2019-20 there were 2 out of 2 Council planning decisions upheld at VCAT compared to 2 out of 4 in 2018-19
WASTE COLLECTION					
<i>WASTE DIVERSION</i>					
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	52%	50%	51%	51%	

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

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

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

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

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

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

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

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

“population” means 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 2020

DIMENSION/ INDICATOR/ MEASURE	RESULTS					FORECASTS			MATERIAL VARIATIONS
	2017	2018	2019	2020	2021	2022	2023	2024	
EFFICIENCY									
<i>EXPENDITURE LEVEL</i>									
Expenses per property assessment [Total expenses / Number of property assessments]	\$3,655	\$3,867	\$4,076	\$4,186	\$4,289	\$4,256	\$4,273	\$4,304	
REVENUE LEVEL									
Average rate per property assessment (General rates and Municipal charges / Number of property assessments)	New in 2020	New in 2020	New in 2020	\$2,542	\$2,279	\$2,302	\$2,325	\$2,348	
LIQUIDITY									
<i>WORKING CAPITAL</i>									
Current assets compared to current liabilities [Current assets / Current liabilities] x100	249%	270%	271%	150%	107%	153%	142%	97%	Reduction across 2020 and 2021 reflects increased capital expenditure on significant capital items including the New Shepparton Art Museum. Future years (FY2024) working capital is influenced by conservative assumptions on capital grant forecasts.
UNRESTRICTED CASH									
Unrestricted cash compared to current liabilities [Unrestricted cash / Current liabilities] x100	133%	164%	48%	47%	27%	5%	5%	5%	2017 and 2018 results include cash held in investments classified as other financial assets in the balance sheet. Between 2019 and 2020 the result remains stable.

DIMENSION/ INDICATOR/ MEASURE	RESULTS					FORECASTS			MATERIAL VARIATIONS
	2017	2018	2019	2020	2021	2022	2023	2024	
OBLIGATIONS	27%	25%	22%	19%	29%	40%	36%	31%	Movement between 2018 and 2020 reflects no new borrowings and payment of principal on existing debt. 2021 and 2022 projections include proposals for new borrowings to fund capital works.
<i>LOANS AND BORROWINGS</i>									
Loans and borrowings compared to rates [Interest bearing loans and borrowings / Rate revenue] x100									
Loans and borrowings repayments compared to rates [Interest and principal repayments on interest bearing loans and borrowings / Rate revenue] x100	5%	3%	3%	3%	3%	4%	5%	5%	
INDEBTEDNESS									2020 result includes new aftercare and rehabilitation provision for Cosgrove 3 landfill.
Non-current liabilities compared to own source revenue [Non-current liabilities / Own source revenue] x100	27%	25%	24%	52%	29%	37%	33%	30%	
ASSET RENEWAL AND UPGRADE									
Asset renewal and upgrade compared to depreciation [Asset renewal and upgrade expenses / Asset depreciation] x100	New in 2020	New in 2020	New in 2020	108%	127%	113%	103%	152%	
OPERATING POSITION									
<i>ADJUSTED UNDERLYING RESULT</i>									

DIMENSION/ INDICATOR/ MEASURE	RESULTS						FORECASTS		MATERIAL VARIATIONS
	2017	2018	2019	2020	2021	2022	2023	2024	
Adjusted underlying surplus (or deficit) [Adjusted underlying surplus (deficit)/ Adjusted underlying revenue] x100	14%	5%	4%	-1%	-2%	-1%	-1%	-1%	2020 and future year underlying deficit results impacted by non-recurrent expenditure on non-council assets and conservative assumptions on key income components such as User Fees and Capital Grants and Contributions.
STABILITY									
RATES CONCENTRATION									
Rates compared to adjusted underlying revenue [Rate revenue / Adjusted underlying revenue] x100	56%	59%	59%	61%	63%	64%	64%	65%	
RATES EFFORT									
Rates compared to property values [Rate revenue / Capital improved value of rateable properties in the municipality] x100	0.8%	0.8%	0.8%	0.7%	0.7%	0.7%	0.7%	0.8%	

Retired Financial Performance Indicators

For the year ended 30 June 2020

DIMENSION/INDICATOR/MEASURE	RESULTS			
	2017	2018	2019	2020
EFFICIENCY				
<i>REVENUE LEVEL</i>				
Average residential rate per residential property assessment	\$1,870	\$1,919	\$1,920	Retired in 2020
[Residential rate revenue / Number of residential property assessments]				
OBLIGATIONS				
<i>ASSET RENEWAL</i>				
Asset renewal compared to depreciation	108%	76%	101%	Retired in 2020
[Asset renewal expenses / Asset depreciation] x100				

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 16 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

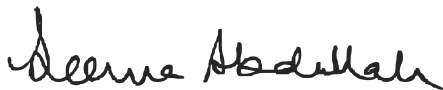
Dated: 16/9/20

In our opinion, the accompanying performance statement of the Greater Shepparton City Council for the year ended 30 June 2020 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 Seema Abdullah
Mayor

Dated: 16/9/2020



Cr Dinny Adem
Deputy Mayor

Dated: 16/9/2020



Peter Harriott
Chief Executive Officer

Dated: 16/9/2020

Independent Auditor's Report

To the Councillors of Greater Shepparton City Council

Opinion	<p>I have audited the accompanying performance statement of Greater Shepparton City Council (the council) which comprises the:</p> <ul style="list-style-type: none"> • description of municipality for the year ended 30 June 2020 • sustainable capacity indicators for the year ended 30 June 2020 • service performance indicators for the year ended 30 June 2020 • financial performance indicators for the year ended 30 June 2020 • notes to the performance statement and • the certification of the performance statement. <p>In my opinion, the performance statement presents fairly, in all material respects, the performance of the council for the year ended 30 June 2020 in accordance with the performance reporting requirements of Part 6 of the <i>Local Government Act 1989</i>.</p>
Basis for Opinion	<p>I have conducted my audit in accordance with the <i>Audit Act 1994</i> which incorporates the Australian Standards on Assurance Engagements. I further describe my responsibilities under that Act and those standards in the <i>Auditor's Responsibilities for the Audit of the performance statement</i> section of my report.</p> <p>My independence is established by the <i>Constitution Act 1975</i>. I and my staff are independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 <i>Code of Ethics for Professional Accountants</i> (the Code) that are relevant to my audit of the performance statement in Victoria and have also fulfilled our other ethical responsibilities in accordance with the Code.</p> <p>I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.</p>
Councillors' responsibilities for the performance statement	<p>The Councillors is responsible for the preparation and fair presentation of the performance statement in accordance with the performance reporting requirements of the <i>Local Government Act 1989</i> and for such internal control as the Councillors determines 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.</p>
Auditor's responsibilities for the audit of the performance statement	<p>As required by the <i>Audit Act 1994</i>, 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</p>

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

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

MELBOURNE
24 September 2020



Sanchu Chummar

as delegate for the Auditor-General of Victoria







CONTACT US

Business hours: 8.15am to 5pm weekdays

In person: 90 Welsford Street, Shepparton

Mail: Locked Bag 1000, Shepparton, VIC, 3632


Phone: (03) 5832 9700

SMS: 0427 767 846

Fax: (03) 5831 1987

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.