

GREATER SHEPPARTON CITY COUNCIL
ANNUAL REPORT
2017-2018

COUNCIL PLAN IN ACTION



GREATER
SHEPPARTON

MAKING
**GREAT
THINGS**
HAPPEN

TRADITIONAL OWNERS

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

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



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A quick and easy to read summary of the finances is provided to make the finances easy to understand and transparent.

Message from the Mayor

This year we are reporting against the first year of the new Council Plan for 2017-2021. The first year of reporting against a new Council Plan is interesting as new strategies are actioned and we aim to achieve our objectives. I am pleased to see that many actions are well under way and I expect that over the next three years we will see the completion of many of them.



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

There have been lots of achievements during the 2017-2018 financial year that have connected Council more strongly with our community, enhanced our environment, improved our infrastructure and consolidated our financial position. I do encourage you to take some time to read the Annual Report and learn about Council.

Going forward Council will continue to ask both State and Federal governments to fund major projects. Funding from the government is vital for us to undertake many projects as Council cannot fund these alone. We have been pleased with contributions towards the new Shepparton Art Museum, improved rail services, bypass design work, the new law courts and commitment to the re-development of GV Health. Now we have the CBD revitalisation, the rail precinct and a new Shepparton Sports Stadium on our list along with continued funding to progress the Shepparton GV Highway Bypass project.

I am pleased to report that 210 people became new citizens in our municipality in 2017-2018. Our community continues to be a welcoming place for people from many countries, as it has been

over many decades. Hopefully we can continue to be a showcase for harmonious resettlement and continue to lead the way for Australia.

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

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

I have also had the opportunity and success with meeting with many ministers as well as visits to Parliament House in Melbourne and Canberra to lobby for the needs of Greater Shepparton.

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

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

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

**Cr Kim O'Keeffe, Mayor
August 2018**

Message from the CEO

It is my pleasure to present this Annual Report – the first one from the new 2017-2021 Council Plan which details our strategic vision and objectives for the next four years.



There are many terrific projects and highlights for the previous year of which we are very proud. Thanks to the commitment of our Councillors, the hard work of our staff and the valuable input of our community we have been able to deliver on many of our objectives with many others currently in development or about to commence.

Reading through the list of highlights in this report you will gain a sense of the huge range of services offered by Council and just how big the job of maintaining and improving our municipality is. We live in an amazing region with a wonderful local environment, a great climate, a thriving industrial and business focus with more and more projects being achieved not just by Council but by governments and other organisations.

Some of the significant projects delivered by others include the near completion of the new Law Courts in Shepparton; the start of the GV Health redevelopment; the rollout of NBN to Tatura; GV Water's main and sewer renewal program; GM Water's modernisation program and many environmental projects delivered by the Goulburn Broken Catchment Management Authority.

In addition, our farming and horticultural enterprises and manufacturing sector continue to invest and grow their businesses showing confidence in the future of Greater Shepparton. Our long term vision for the region continues to see Greater Shepparton grow and develop.

Our community is very important to us. You provide valuable input for our community and neighbourhood plans, you provide feedback on many projects and initiatives and you support our festivals, our entertainment, and our sporting events. You also come along and plant trees for One Tree Per Child events and on National Tree Day, ensuring we create a greener, healthier environment for our children to enjoy into the future.

Council will continue to meet with our community at our Small Town Catch-ups and I encourage anyone who wants to know more about Council to read the Annual Report, visit our website or join the conversation on social media.

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

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



**Peter Harriott, Chief Executive Officer
August 2018**

WELCOME

Welcome to the 2017-2018 Annual Report for Greater Shepparton City Council. This report provides a comprehensive account of Council's achievements, challenges and aspirations for the future.

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

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

The Annual Report is also an opportunity to acknowledge all 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 2017–2018 year and we thank our community for their continued support and direction.



How the Annual Report Integrates with our Planning, Reviewing and Reporting

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



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

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

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

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

How to Read this Report

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

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

The Report is divided into:

Part One - Overview

Find out all about Greater Shepparton and your Council.

Part Two - Performance Report

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

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

Part Three - Governance Report

Presents the corporate governance and statutory information.

Part Four - Financial Report

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

Giving Feedback

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

council@shepparton.vic.gov.au



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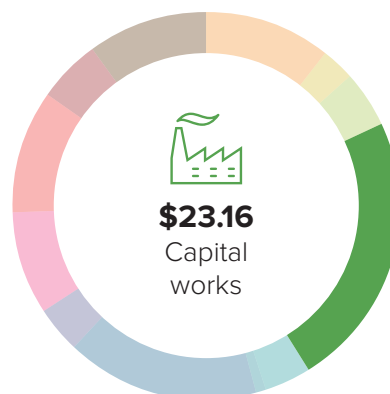
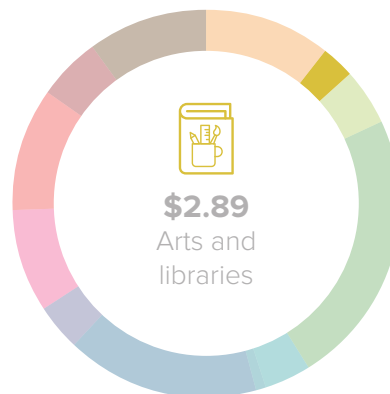
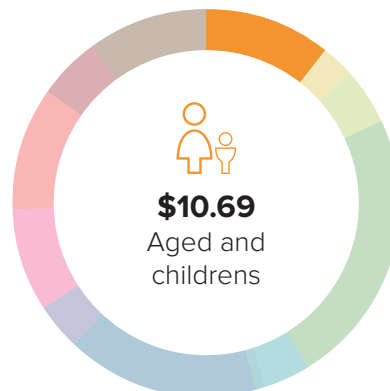
PART ONE: OVERVIEW

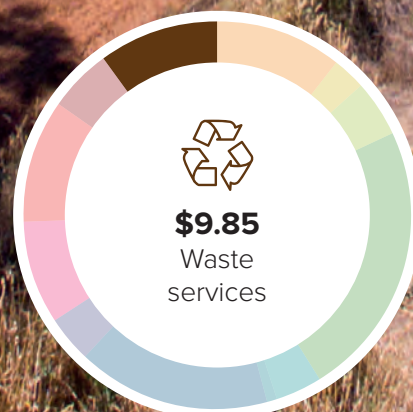
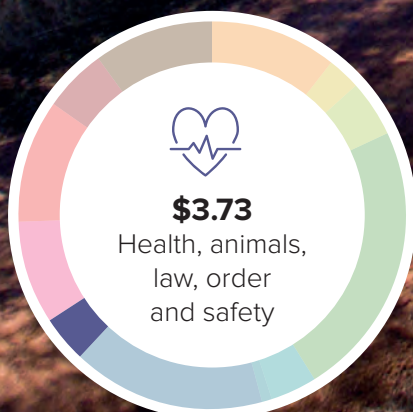
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WHERE YOUR RATES WERE SPENT IN 2017/2018

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





Our Vision

Greater Shepparton,
Greater Future.

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

Our Purpose

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



PART ONE: OVERVIEW

About Greater Shepparton

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

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

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

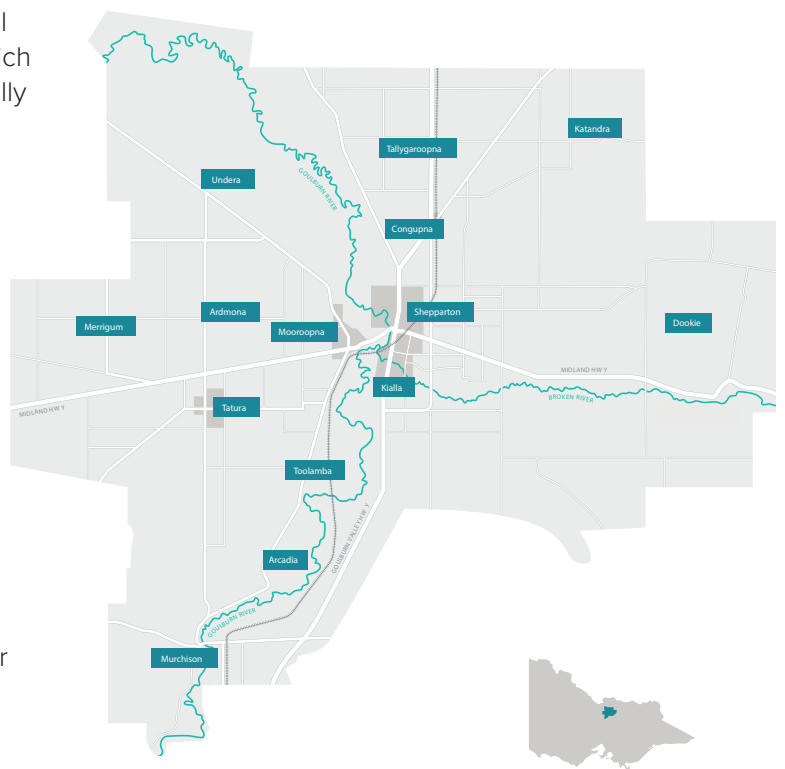
- An established manufacturing sector, with multi-national companies such as SPC, Tatura Milk, Campbell's, Freedom Foods, Pental Soaps and Unilever calling Greater Shepparton home
- Extensive road transport industry with Shepparton often being referred to as the transport hub of regional Victoria
- Thriving food production industry where 25 per cent of the total value of Victoria's agricultural production occurs in Greater Shepparton which contributes \$900 million in production annually and \$403.35 million in exports
- Affordable residential and commercial real estate
- Access to a high standard of telecommunications and IT infrastructure
- Excellent health, leisure, arts facilities and services
- Education facilities that encourage career advancement, trade qualifications and meet ongoing cultural demand
- Recognition as a regional sporting capital, hosting many regional, state, national and international major sporting events
- The mild climate and high level of activity coupled with a diverse culture makes Greater Shepparton an exciting place to be.

Our Location

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

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

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



Our People

A well connected community, we are inspired to lead, unite and energise the community to create a brighter future.

As a growing regional centre with a vibrant cultural mix of people, our community comprises 65,593 residents living within 60+ localities. However Shepparton does service a much larger population of approximately 250,000 people as it is the main service centre in northern Victoria.

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

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

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

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

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

Our Diversity

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

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

It's our diversity that brings Greater Shepparton to life. Greater Shepparton has a significant Aboriginal population with a strong history of advocacy and leadership both nationally and internationally. Our Aboriginal population is represented in the census as the largest in regional Victoria, with an estimated 2,186 residents having Aboriginal or Torres Strait Islander heritage. However, anecdotally it is believed to be three times higher. Our Aboriginal residents represent many tribes including the local tribes of Yorta Yorta, Bangerang, Kalitheban, Wollithiga, Moira, Ulupna, Kwat Kwat, Yalaba Yalaba and Nguaria-iiliam-wurrung.

Our community is culturally rich with a large proportion of the population born overseas (14.8 per cent), with many residents immigrating from India, United Kingdom, Italy, Afghanistan, New Zealand, Iraq and the Philippines. Italian, Arabic, Persian/Dari, Punjabi, Turkish, Albanian, Mandarin, Filipino/ Tagalog and Malayalam are the most commonly spoken languages other than English. During the 2017/18 year 210 people received Australian citizenship.



Our Liveability

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

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



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

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

Local wineries and farm-gate suppliers provide an added gourmet touch to celebrate and promote the region's repertoire.

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

Our Culture

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

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

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

Shepparton is home to many cultural experiences including the Bangerang Cultural Centre, Kaiela Arts, The Flats, Rumbalara Aboriginal Co-operative, Albanian Mosque, Turkish Cultural Centre and Mosque, and a Sikh Temple.

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

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

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

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



Our Economy

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

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

In 2016–17, the gross value of agricultural production in the Shepparton region was \$1.5 billion, which was 11 per cent of the total gross value of agricultural production in Victoria (\$14 billion).



The Shepparton region has a diverse agricultural sector. The most important commodities in the Shepparton region based on the gross value of agricultural production were milk (\$464 million), followed by cattle and calves (\$218 million) and apples (\$142 million). These commodities together contributed 53 per cent of the total value of agricultural production in the region. In 2016–17 the Shepparton region accounted for 95 per cent (\$91 million) of the total value of Victoria's pear production.

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

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

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

- Health Care and Social Assistance (4,742 people or 15 per cent)
- Agriculture (3,522 or 11.1 per cent)
- Retail Trade (3,361 people or 10.6 per cent)
- Manufacturing (3,079 people or 9.7 per cent)

Closely followed by construction, education and training, accommodation and food services and professional services.

The unemployment rate for Greater Shepparton is slightly above the state average and is currently at 7.05 per cent (March 2018).

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

<http://greatershepparton.com.au/region/profile/statistics>

<http://www.agriculture.gov.au/abares/research-topics/aboutmyregion/vic-shepparton#agricultural-sector>

Our Education

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

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

Compared to regional Victoria, there is a lower proportion of people holding formal qualifications (Bachelor or higher degree; Advanced Diploma or Diploma; or vocational qualifications), and a higher

proportion of people with no formal qualifications residing in Greater Shepparton.

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

Our Health

The *Public Health and Wellbeing Act 2008* requires Council to prepare a Municipal Public Health and Wellbeing Plan within 12 months of each general election of the Council.

Greater Shepparton City Council under the *Local Government Act 1989* partners with community and agencies undertaking public health initiatives in an effort to prevent disease, illness, injury, disability and premature death.

Council in partnership with the Greater Shepparton Health and Wellbeing Advisory Committee have developed a detailed 12 month Local Municipal Public Health and Wellbeing Action Plan.



The Action Plan details initiatives that are both measurable and achievable while considering local evidence, health gaps and future needs to maximise health outcomes.

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

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

Shepparton is home to the University of Melbourne's Faculty of Medicine, Dentistry and Health Sciences and the Shepparton Medical

Clinic. The Clinical School provides clinical rotations and education for the final three years of the Doctor of Medicine degree.

Our Environment

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

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

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

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



Our 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 interest 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.



Our 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 citizens centres
- Social support services

For business

- Building and planning permits
- Building services
- Business Centre
- Business and industry development
- Food safety regulation programs
- Investment Attraction
- Parking permits and enforcement
- Shepparton Show Me
- Tourism
- Trading permits

Workshops and training

• For the community

- Active Living programs
- Actively engage our local indigenous community
- Actively engage our new arrivals, migrants and refugees
- Advocate 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
- Enforce local laws
- Environmental education
- Environmental services
- Events and community festivals and activities
- Graffiti removal and prevention
- Host citizenship ceremonies
- Libraries
- Maintaining of playgrounds, play equipment and community facilities
- Manage facilities such as Tatura Park, Sports Stadium, Shepparton Showgrounds and Eastbank
- Manage 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
- Raise awareness of gender equity and family violence
- Riverlinks
- School crossing supervisors
- Shepparton Art Museum (SAM)
- Street lighting and signage
- Street Rider Bus
- Streetscaping
- Undertake strategic planning to ensure that Greater Shepparton has a sustainable and prosperous future
- Work with our regional towns in planning their futures

Our 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 city'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 the official spokesperson for Council.

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



Cr Kim O’Keeffe Mayor

I have lived in Shepparton most of my life.

I have run my own business in the service and training industry for the past 28 years. I have expanded my business nationally taking on the role as National Education and Marketing Manager for the Salons Group. I also have my own make-up brand that is sold across Australia. I have worked with both small and large businesses and companies, who I continue to support and mentor.

For the past 18 years I have been a volunteer for The Look Good Feel Better program, for Women with cancer. I have also been a volunteer for the Shine program and the Make A Wish foundation. I am also passionate about womens health and wellbeing.

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

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

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

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



Cr Seema Abdullah Deputy Mayor

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

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

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

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

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

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



Cr Dinny Adem

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

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

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

I believe that a financially responsible, inclusive and cohesive Council will be the start of a new beginning for Greater Shepparton.



Cr Bruce Giovanetti

I've been a Councillor for Greater Shepparton for nearly two years now and I have enjoyed the experience to date.

It's fair to say that even after this period of time I am still learning the ins and outs of local government as there is a new challenge each week. We as a Council do not always make the decision that you as ratepayers would like, but, I can assure you we vote on what we as Councillors think best for the community as a whole.

Greater Shepparton is growing and we can see from the investment of government and private industry the town is moving in a positive direction.

I'm proud to say that we as Councillors have encouraged and supported the growth in our municipality.



Cr Chris Hazelman

I have lived in Shepparton with my family for most of my life.

I obtained a Master of Business Administration and am a graduate of Harvard University and Kennedy School of Government Senior Executives Program in Public Policy Development.

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



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

Cr Les Oroszvary

I'm a member of the Victoria Police with 38 years' service. I am the Sergeant in Charge of the Legal Services Unit at Shepparton.



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

I'm a team player with a can-do attitude. My key focus continues to be on successful outcomes for the community in terms of quality service delivery, capital projects being completed and positive outcomes for the community in whatever form they may take.

Greater Shepparton has all the natural advantages of location, climate and a strong community.

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

Cr Dennis Patterson

I am a long term resident and business owner, with a passion for the region and a commitment to make a meaningful contribution.

I am a team player with a community focus. I want to see Greater Shepparton become a regional powerhouse of country Victoria.

I recognise that Greater Shepparton has a lot of good things to offer, such as our strong community, and our natural environment.



Cr Fern Summer

I am a local nurse and mother who was elected in 2012. I graduated from Goulburn Valley Grammar School, hold a Bachelor degree from Deakin University and believe I am a credible and informed voice for the people.

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

Greater Shepparton is a fast growing municipality, which presents many challenges. It's imperative that Council transition the community from a 'town', to an important regional city, whilst keeping up with investment, infrastructure, services, employment and culture. I believe everyone has a responsibility to make a positive contribution to society and my focus will be balancing the needs of our community with health promotion and social justice. Together, we can position Greater Shepparton as the premier place to live, work and play.



Cr Shelley Sutton

I moved to Shepparton over 30 years ago and am honoured to have been elected as a Councillor of Greater Shepparton.



I have a Diploma of Business and a background in successfully running a small farming enterprise and my own fashion business. I have also worked in local government and have a very good knowledge of processes and procedures undertaken in this area.

I am a past member of SWCSC (Shepparton Women's Community Service Club) and held positions of Public Officer, President, Secretary and Treasurer during my time in the organisation. I have held the position of secretary of the GV Register of the Jaguar Car Club several times over the past 15 years and I am still involved with the club.

My aim over the next four years is to revitalise the Shepparton CBD and promote Greater Shepparton to the broader Victorian and Australian community.

We have exceptional potential with excellent universities, schools, medical services, sports and art precincts, diverse shopping and affordable residential, industrial, agricultural and commercial land, making it a great place to do business and to play and stay.

Our Directors

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



Chief Executive Officer

Peter Harriott

*Bachelor of Civil Engineering
Masters of Business
Administration
Building Surveyor
Certificate
Engineer for Water
Supply Certificate
Municipal Engineers
Certificate*



Peter has worked mostly throughout Victoria in local government over the past 30 years, most recently for three years in the picturesque Limestone Coast of South Australia.

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 the traditional roles of local government.

As the Chief Executive Officer Peter is responsible for:

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

Director Corporate Services

Chris Teitzel

Bachelor of Business

Graduate Certificate – Management

Associate Member – CPA Australia

Chris has been with Greater Shepparton City Council for over three years and has over 20 year's local government experience in both Queensland and Victoria.

Chris is a strategic, community focused individual with exceptional corporate governance, finance and operation planning skills. 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.



As the Director Corporate Services, Chris is responsible for:

- Finance and Rates
 - › Financial Accounting
 - › Management accounting
 - › Rates and Valuations
 - › Revenue
 - › Payables
- Information Services
 - › E-services
 - › Mobile Technology
 - › Application Support
 - › Technology Infrastructure Support
- Corporate Governance
 - › Information Management
 - › Mobile Procurement
 - › Risk Management
 - › Governance
 - › Corporate Planning
- Citizen Services
 - › Customer Service
 - › Animal Management
 - › Local Laws
 - › Parking Enforcement
- Marketing and Communications
 - › Digital Media and Graphic Design
 - › Marketing
 - › Communications
 - › Media Relations
- People and Development
 - › Industrial Relations
 - › Training and Development
 - › Recruitment
 - › Occupational Health and Safety
 - › Payroll

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
 - › Physical Activity Programs
 - › Stadiums
- Children and Youth Services
 - › Early Childhood Education and Care services
 - › Maternal and Child Health Services
 - › Youth Development
 - › Word and Mouth
- Neighbourhoods
 - › Aged Services
 - › Community Engagement
 - › Community Planning
 - › Community Safety
 - › Community Strengthening
 - › Multicultural and Aboriginal Relations
 - › Social Planning
- Riverlinks
- Shepparton Art Museum (SAM)
- Libraries
- Emergency Management

Director Infrastructure / City Engineer

Phillip Hoare

Bachelor of Engineering (Civil)

Post Graduate Diplomas in Water Engineering, Municipal Engineering and Management



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

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

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

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

As the Director Infrastructure, Phil is responsible for:

- Projects
 - › Capital Works Planning
 - › Design Services
 - › Development Engineering
 - › Project Management Office
- Parks, Sport and Recreation
 - › Park Construction
 - › Parks and Parks Furniture Maintenance
 - › Public Open Space
 - › Sports Facility Development and Maintenance
 - › Recreational Planning
 - › Showgrounds
 - › Management of Shepparton's Urban Forest and rural trees
- Strategic Assets
 - › Asset Management Planning
 - › Fleet and Stores
 - › Building Maintenance
 - › Property Services
 - › Saleyards
 - › Victoria Park Caravan Park
 - › Asset Condition Surveys
 - › Asset inspections
- Works and Waste
 - › Aerodrome Management
 - › Transport Strategic Planning
 - › Traffic Engineering
 - › Road Construction
 - › Roads and Road Furniture Maintenance
 - › Street Sweeping
 - › Drainage
 - › Kerb and Channel
 - › Footpaths
- 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 15 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 Goulburn River Valley Tourism, La Trobe University Regional Advisory Board, Shepparton Show Me 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.

Geraldine is working hard to ensure that the level of infrastructure and services for our community support sustainable growth of the municipality and allow 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



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YOUR
CHILD
YOUR
FOCUS

WATCH
AROUND
WATER

McDonald's logo

IVES
PARTON

Our Staff

Greater Shepparton City Council is one of the north east region's largest employers. We employ 966 staff in a variety of permanent and temporary roles on a full time, part time and casual basis. Three quarters of our staff also live within the municipality. This means our people are able to bring a local passion, perspective and knowledge to the services they provide.

Council provides a range of flexible employment arrangements. Two thirds of staff are female and the tables below demonstrate a significant portion of the female workforce is made up of part time and casual staff at different levels within the organisation.

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



Employment breakdown by gender			
	335	631	966
Employment by gender - full time, part time and casual staff			
Full time	212.00	161.00	373.00
Part time	5.34	127.77	133.11
Casual	15.90	33.00	48.90
Total	233.24	321.77	555.01
Employment by organisation structure and gender			
Office of the CEO	1.00	0.86	1.86
Corporate Services Directorate	32.96	80.52	113.48
Community Directorate	30.65	179.32	209.97
Infrastructure Directorate	145.04	24.81	169.85
Sustainable Development Directorate	23.58	36.27	59.85
Total	233.23	321.78	555.01
Employment by bands and gender			
Band 1	1.12	4.30	5.42
Band 2	31.43	7.27	38.70
Band 3	58.75	44.51	103.26
Band 4	36.89	84.42	121.31
Band 5	29.96	65.87	95.83
Band 6	28.00	28.92	56.92
Band 7	24.84	29.80	54.64
Band 8	5.00	0.88	5.88
Other	17.24	55.81	73.05
Total	233.23	321.78	555.01

Organisational chart as of 30 June 2018



People and Development

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

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

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

Strategic Human Resource Management

Constant reviewing of the organisation structure and functionality is undertaken by Council. This is conducted using a Job Analysis/Business Case process that requires all Directors and Managers to complete a Job Analysis and prepare a Business Case for every role where an employee exits the organisation. This process is also to be followed when there is a request for a new position to be placed into the organisation 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 organisation structure.

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 acknowledge 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 multi skilling, 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 for, and job satisfaction of employees
- Provide specific skills to ensure the effective and efficient operation of the organisation
- Build and grow our leaders for the future

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

Reviewing and Building our Workforce Plan

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

A further aim of reviewing the workforce plan has been to ensure the demographics of people employed at Council genuinely reflects the demographics of the community. A focus on increasing diversity of the workforce and a commitment to improving the number of Indigenous employees has led to Council signing up to the Algabonyah Agreement which aims to have a two per cent Indigenous workforce by 2020. Current statistics report at 1.4 per cent, with a variety of activities being undertaken to improve and increase employment opportunities for the aboriginal community.



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 2017-2018 after more than 20 years:

- Chris Seymour
- Jennifer Newman
- Max Shay
- Nicole Byrne
- Wendy Shipston



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 2017-2018 financial year are detailed below:

5 Years

Anna Kerambrun
 Ashleigh Dunning
 Bethany Sheargold
 Bethany Ivory
 Cassandra Fairless
 Emily Vaivars
 Fiona Le Gassick
 Heather East
 Jennifer Broadbent
 Joy Lees
 Katherine Brereton
 Kaye Thomson
 Kim Robson
 Kym Hanley
 Lauren Kendall
 Laurienne Winbanks
 Leanne Abbott
 Lilian Yong
 Mandi Fuller
 Matthew Jarvis
 Matthew Cooke
 Melanie Collett
 Michael Carrafa
 Narelle Willing
 Nicole Kriss
 Nicole Wilson
 Peter Gunn
 Peter Farrar
 Rosemary Henry
 Sarah Casey
 Suzie Hall
 Trudy Gleisberg
 Vicky Worcester

10 Years

Amanda Tingay
Ang Caltabiano
Bob Anderson
Bonny Schnorrenberg
Bruce Russell
Christopher Williams
Dannielle Murdoch
Daryl Chalcraft
Erjola Bace
Genna Harry
Indi Singh
Joanne Rathjen
Kaylene Cahill
Kerry Miller
Melissa Irvine
Narelle Colley
Nicole Hutton
Robert (Gary) Jones
Sammy Chambers
Sarah Lewis
Susan Sallabanks
Tamas Malya
Vince Zampaglione
Wendy Mathews

15 Years

Caroline Taylor
Christine Mcdougall
David Giles
Ewa Zurawski
Geraldine Christou
Jackie Brereton
Maria Nardella
Marianne Conti
Rebecca Polinelli
Russell Hardie
Simone Wood
Steve Hastings

20 Years

Adrian McCann
Anthony Maloni
Carmel Wilson
Jackie Vibert
Kathy Harford
Phil Giddens

25 Years

Martin Rennie
Tina Zappala

30 Years

Geoff McConnell



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 includes improved productivity, engagement and retention and the ability to attract the best employees.

Pre Employment Screens are 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 has a number of 'Wellbeing Champions' that regularly assist with promoting tips on physical health and mental wellbeing through posters, strategically placed throughout the organisation. Thirty Minute Power sessions have been made available to staff on various subjects such as Ergonomics and Defibrillator use, Basic First Aid, UV Risks and Working in the Outdoor Environment. Council also celebrated Mens and Womens Health Week by providing Health Packs containing information, tools and items to encourage healthy lifestyle choices.

Other employee wellbeing initiatives include:

- Improvements to the catering options offered at meetings
- Council sponsored gym membership and salary sacrifice program
- Duress Alarms provided to employees working alone or in isolation
- Sit Stand Desks offered to staff who have a proven medical requirement or work in a mainly sedentary role
- Safety days provided for Maternal Child Health Nurses who often work alone or have to enter client's homes. This one day training provides tips on personal protection, driving awareness and manual handling
- A formation of Wellbeing Champions whose role is to rotate Health and Wellbeing signage around various workplaces
- Free Influenza Immunisation for all staff
- Promotion of Active Living's Activities in the Park

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. In March 2018 a new EAP provider was introduced called Converge International. This provider was chosen specifically for its 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 March and June is 3.09 per cent in comparison to the Public Administration/ Government benchmark of 5.9 per cent.

The information provided by Converge International for the March to June period indicates the following:

- The gender ratio shows that 78.6 per cent of EAP clients are male, 14.3 per cent are female and 7.1 per cent preferred not to disclose that information.
- This is a turnaround from last year where 82 per cent of the clients were female.
- Of the 14 clients who contacted EAP during this period 16 hours were utilised in face to face contact and nine hours were utilised over the telephone, totalling 25 hours. (NB some clients may have contacted EAP more than once for a range of issues).

	March 2018 - June 2018*	%
Work issues	3	18.8
Personal issues	12	75
Family assist	1	6.3
Total number of referrals	16	

* Statistics for the period July 2017 to February 2018 are unavailable.

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 three 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 21 per cent of the time.

This is an improvement of one day per month in absenteeism and 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 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. This year a three year OHS Implementation Plan was adopted by ELT and launched throughout Council, with a major focus on reviewing the OHS Safety Management Plan, Policies and Procedures.

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

- Monthly updated list of contractors who have been Inducted
- Increased number of Health and Safety representatives to ensure all designated work groups are covered
- Conducted eye sight and hearing tests for School Crossing Supervisors
- Improved electronic reporting of Incidents, Near Misses, Hazards, Workplace Inspections and Toolbox Talks through Council's online Safety Management System and documenting Physical Inherent Requirements of positions
- Formalising the process of incorporating OHS into Work Group Meetings and increased emphasis on reporting actions from Toolbox Meetings
- Moving from generic to site specific Work Place Inspection Check Lists
- Introduction of ChemAlert program to assess and improve the usage of chemicals in the workplace resulting in a significant reduction in the use of hazardous chemicals

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 the 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 five Standard Claims have been lodged and one remains currently open. Six other claims are currently open from claims lodged in the 2014/15 and 2015/16 claim periods.

PREMIUM YEAR	CLAIM SUBMITTED	CLAIM STATUS TODAY
2017/2018	5	1
2016/2017	8	0
2015/2016	5	4
2014/2015	3	2

Volunteers

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

In August 2014, Council adopted the Greater Shepparton Volunteer Strategy and Action Plan 2014-2018. The Strategy provides a framework for the promotion, recruitment/retention, support, recognition and celebration of Council's volunteers at a local level, encouraging a responsive and supportive environment for all volunteers. Council's adoption of the Volunteer Strategy recognises, where there is a vibrant culture of volunteering, communities are stronger due to the inclusiveness volunteering promotes in the community.

The Greater Shepparton Volunteer Strategy and Action Plan 2014-2018 highlights the actions that Council will undertake to support the volunteer sector and strive for best practice for the volunteers of Greater Shepparton. The action plan consists of identified activities Council and Volunteer Managers/Coordinators will undertake during 2014-2018 on four strategic directions:

Key Strategic Direction 1: Promotion

Council will work to raise the profile of volunteering across the Greater Shepparton municipality.

Key Strategic Direction 2: Recruitment

Council will provide a consistent approach to recruitment of volunteers.

Key Strategic Direction 3: Supporting Volunteers

Council will work towards ensuring our volunteers across Greater Shepparton municipality are supported with standards of best practice and consistency; providing opportunities to share information.

Key Strategic Direction 4: Celebrate and Recognise

Council will acknowledge the valued contributions of volunteering in the Greater Shepparton municipality.

The Council programs and departments that utilise volunteers include :

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

ABS Census data 2016 indicated that 22.7 per cent of the Greater Shepparton population volunteer, compared to a Victoria average of 19.2 per cent and an Australia wide average of 19 per cent.

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

The 2017 winners were:

- Female: Dawn Tricarico and Auntie Kella Robinson
- Male: John Nisbet
- Youth: Maya Ingham
- Rural: Janet Batten
- Team: Book Inn
- Long Serving: Joe Clarke

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





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PART TWO: PERFORMANCE REPORT

This part of the Annual Report provides a summary of how we're performing in the five key areas identified in the first 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, health 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 other areas we could have done better. This report enables us to identify the areas that we may need to focus our attention to improve 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 2017-2021.

LEADERSHIP AND GOVERNANCE

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



Objectives:

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

Measures of Success:

MEASURE	EXPLANATION	BASELINE	TARGET	OUTCOME
Overall Council Direction	For the 2017-18 Community Satisfaction Survey Council received a score of 64 for Overall Council Direction.	44/100	>50 points	Achieved
Overall performance community satisfaction rate	For the 2017-18 Community Satisfaction Survey Council received a score of 62 for Overall Performance.	49/100	>50 points	Achieved
Community satisfaction with council decisions	For the 2017-18 Community Satisfaction Survey Council received a score of 54 for satisfaction with Council decisions.	46/100	>50 points	Achieved
Community satisfaction with community consultation and engagement	For the 2017-18 Community Satisfaction Survey the Council received a score of 57 for satisfaction with community consultation and engagement.	51/100	>55 points	Achieved
Council decisions made at meetings closed to public	There were six decisions made in closed meetings out of a total of 232 decisions, or 2.59%, made during the year.	4.56%	<5%	Achieved
Councillor attendance at council meetings	Through the year there were 11 absences from Council meetings or a 92.36% attendance rate.	89.52%	90%	Achieved
Community satisfaction with level of advocacy	For the 2017-18 Community Satisfaction Survey Council received a score of 59 for satisfaction with level of advocacy.	49/100	>50 points	Achieved
Customer responsiveness	For the 2017-18 Community Satisfaction Survey Council received a score of 71 for customer responsiveness.	No baseline	90%	Not achieved
Community satisfaction with services	For the 2017-18 Community Satisfaction Survey Council received a score of 68 for satisfaction with services.	60/100	>65 points	Achieved
Adjusted underlying surplus (or deficit) as a percentage of underlying revenue	The 2017-2018 adjusted underlying surplus is 5.48%.	(9.12%)	2%	Achieved

MEASURE	EXPLANATION	BASELINE	TARGET	OUTCOME
Current assets as a percentage of current liabilities	The end of 2017-18 accounts have an ending working capital of 270%	186%	150%	Achieved
Loans and borrowings as a percentage of rates	The 2017-18 accounts has loans and borrowings as a percentage of rates as 24.72%	26.94%	< or = 40%	Achieved
Municipal HWB Implementation Plan reported annually to DHHS	Reporting to DHHS occurs annually in the first quarter of the financial year. Due 30 September.	100%	100% tasks addressed	Ongoing

Supporting Strategies & Plans:

Council (current)

- Councillor Code of Conduct
- Customer Service Charter
- Domestic Animal Management Plan (2013-17)
- Greater Shepparton 2030 Strategy
- Greater Shepparton Women's Charter
- ICT Strategy People and Development Strategy (2014 - 2017)
- Rating Strategy 2017 - 2021
- Staff Code of Conduct
- Workforce Health and Safety Plan

Council (to be developed)

- Greater Shepparton 2050 Strategy
- Domestic Animal Management Plan (2017-2021)
- People and Development Strategy (2017-2021)



LEADERSHIP AND GOVERNANCE

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



What We Have Done:

- An EPA officer commences with Council under a new pilot program where 13 councils out of 34 were assigned a dedicated Officer for the Protection of the Local Environment
- Cr Seema Abdullah recognised by High Commission of Pakistan as the first woman of Pakistani origin to become a councillor in Greater Shepparton
- Domestic Animal Management Plan delivers positive outcomes
- Gold award for Shepparton Visitor Centre and Silver in Local Government category in the RACV Victorian Tourism Awards
- Great Things Happen Here wins Special Projects Award in the Local Government Professional Awards for Excellence
- La Trobe University and Council sign an MOU to pursue expansion of tertiary education in Shepparton
- New Community Safety Strategy developed
- Northern Victorian New Energy Roundtable held in Shepparton
- Shepparton first runner-up in WOTIF Australian Town of the Year awards creating extra interest in Greater Shepparton as a tourism destination



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 Our Aboriginal culture and people are valued and celebrated, with collaborative actions undertaken to enable peaceful, healthy and productive lives in a safe environment.
- 2.9 Public places, open space and community facilities are safe and accessible for all and presented to a high quality.
- 2.10 Council demonstrates strong regional and local partnership efforts across health and wellbeing.
- 2.11 Implement strategies that align with the Royal Commission into Family Violence.

Measures of Success:

MEASURE	EXPLANATION	BASELINE	TARGET	OUTCOME
Active library members in municipality	There are 9.51% of the community are active library members in the municipality based on GVRL data	12.63%	14%	Not achieved
Number of people attending performing arts events	There were 44,024 people attending performances.	46,000	Increase by 5%	Not achieved
Number of people attending SAM	There were 36,916 people attending SAM during 2017/18.	32,000	Increase by 5%	Achieved
Participation in the Maternal & Child Health (MCH) Service	For 2017-18 there was a 79.15% participation rate in the Maternal and Child Health service.	77.32%	>75%	Achieved
Participation in the MCH service by Aboriginal children	For 2017-18 there was a 76.64% participation rate in the Maternal and Child Health service.	64.11%	>65%	Achieved
Compliance with Home Care Standards	There has been 100% compliance with Home Care Standards through the Australian Aged Care Quality Agency audit.	100%	100%	Achieved
Immunisation coverage rate	Immunisation coverage rate is 93.14%		At or above State average*	Achieved
12–15mths	Cohort breakdown	93%		
24–27mths	12-<15 Months 91.82	92%		
60–63mths	24-<27 Months 90.17	94%		
	60-<63 Months 97.45			
Number of people cycling to work within Greater Shepparton	Super Tuesday counts in March 2017 and March 2018 indicated 607 and 501 people respectively cycled to work.	655	Increase by 10%	Not achieved
Number of people that participate in Council run Active Living programs	In 2017-18 the attendance figure of 1,031,176 includes spectator visits at Aquamoves.	700,000	>750,000 visits	Achieved
GSCC to achieve 2% indigenous employment by 2020 as per the Algabonyah Agreement	Current identified Aboriginal employees - 1.3%	0.5%	2%	On target

MEASURE	EXPLANATION	BASELINE	TARGET	OUTCOME
The Actions identified in the Municipal Public Health and Wellbeing Annual Action Plan linked to the Social Theme are addressed.	The Municipal Health Strategic Plan and accompanying Implementation plan is in draft form and is expected to be considered by Council in August. Reporting for 2017/2018 is based on these draft plans.	100%	100% Actions Addressed	Ongoing



Key Capital Projects:

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

Supporting Strategies & Plans:

Council (current)

- Algabonyah Agreement
- Aquamoves Master Plan
- Best Start Early Years Plan 2015-2019
- Best Value Strategy
- Community Access and Inclusion Plan
- Community Engagement Strategy
- Community Plans - Arcadia, Congupna, Dhurringile, Dookie & District, Katandra West, Merrigum, Mooroopna, Murchison and District, Shepparton East, St George's Road, Tallygaroopna, Tatura, Toolamba and District and Undera
- Community Safety Strategy 2014-2017
- Cultural Diversity and Inclusion Strategy and Action Plan 2015-2018
- Disability Action Plan
- Greater Shepparton City Council Community Safety Strategy 2014-2017
- Greater Shepparton Cycling Strategy 2013-2017
- Greater Shepparton Football Strategy
- Greater Shepparton City Council Seasonal Pools Review and Strategy
- Greater Shepparton Volunteer Strategy and Action Plan 2014-2018
- Greater Shepparton Youth Strategy and Actions Plan 2012-2015
- KidsTown Future Directions Plan: Food Hub Concept
- Municipal Health and Wellbeing Plan
- Neighbourhood Plans - Boulevard and Golf Estates, Kialla Lakes and Seven Creeks.
- Open Space and Recreation Strategy
- Playground Provision Strategy
- Recreation Plan

- SAM Fundraising Strategy
- Small Towns Youth Recreation Spaces Strategy
- Strategy for Tertiary Education in Shepparton 2005
- Sustainable Community Strategy – Final Report

Council (to be developed)

- Aquamoves Master Plan
- Creative Shepparton Plan
- Liveability Indicators Plan
- Reconciliation Action Plan
- Youth Strategy

State Government

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



SOCIAL

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



What We Have Done:

- Aboriginal Street Art featuring two prominent Aboriginal females was completed in Fryers Street on the GV Water wall
- Activities in the Park delivered 443 free and low cost activities attended by 17,914 people
- An Inaugural Heritage Open Day was held in Greater Shepparton
- Aquamoves celebrated its 20th birthday
- Community Matching Grants allocated \$67,000 to community projects
- Completed Aboriginal Street Art acknowledging Aboriginal people who fought in war on the Riverlinks building
- New accessible toilets were built next to the Shepparton Senior Citizens at Monash Park
- New Community Plans for Dookie and Murchison
- New outdoor fitness equipment was installed at Western Park
- Patricia Smith Kindergarten celebrated its 40th birthday
- Sporting Chance grants distributed to 364 recipients
- The first Cultural Heritage Grants were awarded to six successful applicants in 2017



ECONOMIC

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



Objectives:

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

Measures of Success:

MEASURE	EXPLANATION	BASELINE	TARGET	OUTCOME
Visitor numbers increase	<p>There was a 28% increase in visitors for January 2017 to December 2017 to 1,231,400. 2018 figures not yet available.</p> <ul style="list-style-type: none"> • 418,000 domestic overnight • 804,000 domestic day trip • 9,400 international visitors. 	959,900	2% increase	Achieved
Average length of stay per visitor	Average length of stay per visitor in 2017-18 was 2.2 days.	2.3 nights	2% increase	Not achieved
Economic yield from Council events	Economic yield from Council events was \$50,300,000 as at August 2017.	\$44.5m	2% increase	Achieved
Number of new businesses Council assists to invest in Greater Shepparton	Council assisted 26 new businesses in 2017-18	No baseline	20	Achieved
Number of existing businesses Council assists to expand their operations in Greater Shepparton	Council assisted 24 businesses to expand their operations in 2017-2018.	No baseline	20	Achieved
Value of non-residential building approvals	For the financial year 2017-18 the total value of non-residential building approvals was \$81,920,092.	\$40m	\$50m	Achieved
Reduction in the Greater Shepparton retail vacancy rate	Current vacancy rate was 9.2% as at May 2018.	11.4%	10%	Achieved
Value of gross regional product	Value of gross regional product is \$3.48billion	\$2.9billion	1% increase	Achieved
Number of local jobs	<p>The number of local jobs in 2017 is 31,676 (based on National Institute of Economic and Industry Research). In 2016 the number of local jobs was 30,035.</p> <p>There has been an increase in 1,641 jobs from 2016 to 2017.</p>	30,035	0.5% increase	Achieved

MEASURE	EXPLANATION	BASELINE	TARGET	OUTCOME
Number of employed residents	There were 30,390 employed residents in 2017 (National Institute of Economic and industry Research). In 2016 there were 29,902 employed residents. An increase of 488 employed residents in 2017.	29,902	0.5% increase	Achieved
The Actions identified in the Municipal Public Health and Wellbeing Annual Action Plan linked to the Economic Theme are addressed	This is ongoing. Renew Shepparton has ceased. Economic Development continues to support CALD events such as St Georges Road Food Festival and Converge on the Goulburn.	100%	100% actions addressed	Ongoing

Key Capital Projects:

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

Supporting Strategies & Plans:

Council (current)

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



ECONOMIC

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



What We Have Done:

- Attracted further investment in Fryers Street
- CBD vacancy rates continued to decline
- Completed a Rating Strategy Review
- Council attracted 351,946 attendees at 266 events across sporting, arts, civic, community, celebrations and cultural
- Council sponsored and delivered 87 events
- Facilitated introductions between international investors and local producers and manufacturers
- Free all day parking introduced at two CBD off street car parks
- Fryers Street Food Festival attracted 5,000 people and St Georges Road Food Festival attracted 4,000 people
- Major events economic impact was estimated at \$44.3m and 319 jobs and generated 104,000 bed nights
- Met the statutory timeframe for planning permit applications with 73.5 per cent decided on within the time required
- More than 140,054 visitors from outside Greater Shepparton attended major events
- Over 20 new events were secured to the region
- The Outdoor Pools had 21,233 visits and the Stadiums 239,345 visits
- Victorian Small Business Festival hosted in Shepparton
- Great Things Happen Here campaign creates Shepp Square at Federation Square for two weeks
- Funding for a pre-feasibility study for the 2030 Commonwealth Games was approved with Greater Shepparton City Council leading regional Victoria in the bid



615,698
visits to Aquamoves



137,996
visits to KidsTown



25,000
attended Summer &
Winter City Markets
and CBD Fun



\$120,598
sponsorship by
Shepparton Show
Me (13 events)



1,162,800
visitors to Greater
Shepparton



22,273
visitors to Visitor
Centre and off site
booths



\$176m
estimated total
economic impact of
tourism



162
events at
Showgrounds &
Tatura Park

BUILT

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



Objectives:

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

Measures of Success:

MEASURE	EXPLANATION	BASELINE	TARGET	OUTCOME
Planning applications issued within 10 working days (PPARS)	80.4% of planning applications issued within 10 working days.*	100%	100%	Not achieved
Planning applications decided within 60 days	73.5% of planning applications decided within 60 days.*	77%	80%	Not achieved
Infrastructure asset defects addressed within relevant intervention period by class of asset	3036 defects addressed within relevant intervention period. 2317 defects addressed outside relevant intervention period. This is 57% for June 2018.	90%	90%	Not achieved
Community satisfaction with condition of sealed local roads	For the 2017-18 Community Satisfaction Survey the Council received a score of 55 for satisfaction with condition of sealed local roads.	40/100	>55 points	Achieved
Asset renewal funding as a percentage of total depreciation	Asset Renewal Funding as Percentage of Total Depreciation 2017-18 actuals of 76.26%	82%	100%	Not achieved
Building applications decided within 14 days (for complete applications)	No complete applications received.	100%	100%	N/A
Number of Federal and ministerial meetings and briefing held per year in advocating for projects, services and programs	There were 20 Ministerial meetings and briefings held over 2017-2018.	8	>10	Achieved
Increase in kilometres of cycling and walking routes in Greater Shepparton	There are 113.10kms of cycling and walking routes in Greater Shepparton. Recent projects included: <ul style="list-style-type: none"> • Old Dookie Road • Impey Street, Murchison (Station Street To Rushworth) • Dhurringile Road, Tatura (Pike Road to Ferguson Road) • Ryans Road, Dookie (Cashel Road South) 	Total 110.22 kms <ul style="list-style-type: none"> • Cycle Lane - 34.45 • Recreation Path (walking) - 29.60 • Shared Path - 46.17 	10% 10% 10%	Achieved

MEASURE	EXPLANATION	BASELINE	TARGET	OUTCOME
Percentage of capital projects completed at the conclusion of the financial year (based on number of projects)	79% of capital projects were completed by the end of June 2018 (111 out of 141 projects).	92%	95%	Not achieved
Maturity of Council's asset management practices and processes	Our current score is 971.87 Our initial goal is to achieve Baseline which is a score of 1100. Our longer term target is Advanced. The Asset Management Working Group will work to progress this in the next 6 months.	Core	Advanced (by 2021)	Not achieved
The Actions identified in the Municipal Public Health and Wellbeing Annual Action Plan linked to the Built Theme are addressed.	The Municipal Health Strategic Plan and accompanying Implementation plan is in draft form and is expected to be considered by Council in August. Reporting for 2017/2018 is based on these draft plans.	100%	100% actions addressed	Ongoing

*The Planning Department was significantly understaffed during 2018 which has contributed to a lower than usual rate.

Key Ongoing Capital Projects:

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



Supporting Strategies & Plans:

Council (current)

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

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

Council (to be developed)

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



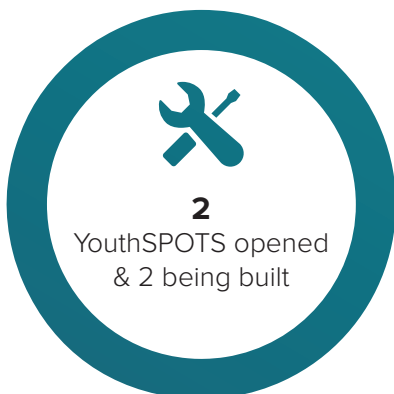
BUILT

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



What We Have Done:

- Community projects included footpath and lighting at Shepparton East; Lake Bartlett Circuit Path in Tatura; new BBQ and shelter at Kialla Lakes; new shade sails at Furphy Park Shepparton, Murchison Gardens Playground and Ferrari Park Mooroopna; Shelter and Play Equipment in Stevens Cres Park Mooroopna; Tatura 10km Loop on Dhurringile Road, town entry signs at Dhurringile and Shepparton East
- Dump point for caravans and motorhomes installed at Shepparton Showgrounds
- Issued 424 permits for working in the road reserve and did 1,274 permit inspections
- Locky's Bridge replaced and re-opened with a dedication to Lachlan Collins
- New bus shelter installed on New Dookie Road with VicRoads
- Our public open space team spent 4,682 hours on public toilet maintenance and 712 hours on Maude Street Mall sweeping 52 weeks a year
- Our Road Renewal team did 3630 Lm of kerb and channel replacement; replaced 30,826m² of asphalt; stabilised 37,999m² of pavement; and reconstructed 2008m² of sealed local roads
- Our Works Maintenance team looked after:
 - › 30 road bridges and 52 pedestrian bridges
 - › 52 drainage basins, 12 lakes and 10 wetlands
 - › 43 gross pollutant traps
 - › 506 kilometres of footpaths
 - › 2,521 kilometres of sealed and unsealed roads
 - › 2,322 lights
 - › 5,073 signs
 - › 56 kilometres shared paths
 - › 95 playgrounds including 4 skate parks
 - › 37,806 trees
 - › 27 pieces of public exercise equipment
 - › 27 sports fields maintained
- Tatura Park Indoor Arena sand replaced, toilets at Tatura Park Wilson Hall and The Cubby Toy Library Toilets renewed



ENVIRONMENT

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



Objectives:

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

Measures of Success:

MEASURE	EXPLANATION	BASELINE	TARGET	OUTCOME
Trees planted per year (including One Tree Per Child)	17,016 trees planted as part of One Tree Per Child Program. 1,400 other trees planted. A total of 18,416 trees.	4,986	17,000	Achieved
Kerbside collection waste diverted from landfill	50% of kerbside collection waste has been diverted from landfill.	37%	50%	Achieved
Improve Council's energy efficiency rating in accordance with the Energy Reduction plan	No baseline target was in place. This has now been set for 2018-19 onwards.	No baseline*	1.25% energy reduction per annum	N/A
Percentage of tree canopy cover	21% of tree canopy cover was achieved.	19%	2% per year (40% by 2030)	Achieved
Percentage of Native Vegetation cover (NVC)	7275 Ha of native vegetation cover was achieved.	7,263 Ha	^12 Ha per annum	Achieved
The Actions identified in the Municipal Public Health and Wellbeing Annual Action Plan linked to the Environment Theme are addressed.	The Municipal Health Strategic Plan and accompanying Implementation plan is in draft form and is expected to be considered by Council in August. Reporting for 2017/2018 is based on these draft plans.	100%	100% actions addressed	Ongoing

*Baseline introduced for 2017-18 means we can measure for 2018

ENVIRONMENT

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



Key Capital Projects:

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

Supporting Strategies & Plans:

Council (current)

- Domestic Wastewater Management Plan (DWMP)
- Food Safety Strategy
- Greater Shepparton Environmental Sustainability Strategy 2014-2030
- Greater Shepparton Resource Recovery Precinct Feasibility and Site Study 2016
- Greater Shepparton Urban Forest Strategy 2013-2023
- Greening Greater Shepparton
- Local Floodplain Development Plans/Precincts
- Mosquito Management Plan
- RiverConnect Strategy
- Roadside Management Strategy
- Streetscape Plan
- Storm Water Management Plan
- Waste Management Strategy 2013-2023

Council (to be developed)

- Greater Shepparton Resource Recovery Master Plan



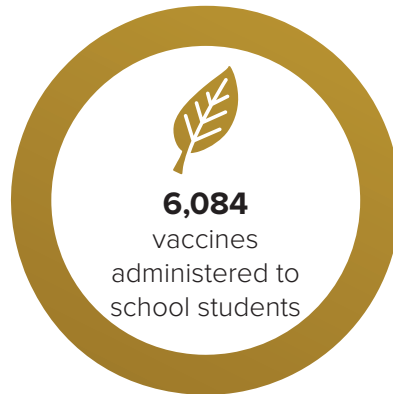
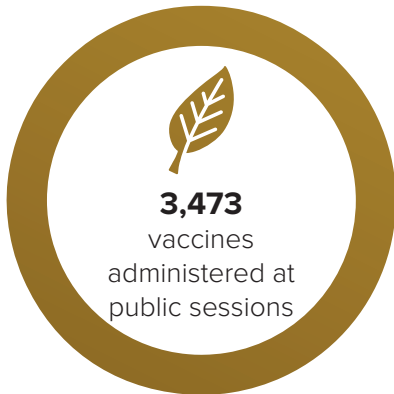
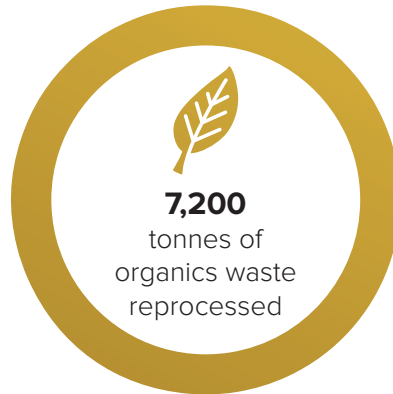
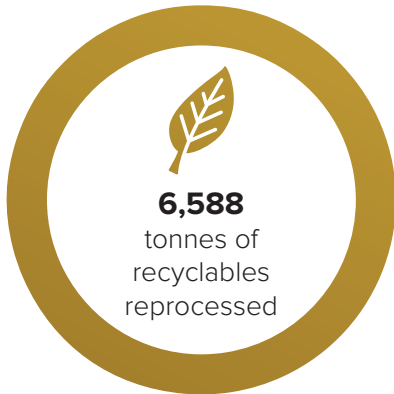
ENVIRONMENT

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



What We Have Done:

- Ageing heating boilers were replaced at Eastbank ensuring ongoing climate control at SAM and Eastbank
- Council increased its vehicle fleet to 60 hybrid light vehicles and one light truck in four years
- Council participated in the regional Queensland Fruit Fly elimination campaign
- Lights in Council buildings were replaced with LED fittings
- One Tree Per Child launched
- RiverConnect launched their Strategic Plan
- Solar powered bins with internal compactors installed at Shepparton Sports City
- The Environmental Health Team monitored and inspected food preparation premises to ensure compliance with legislative requirements for food sampling
- The Regional Flood Plan strategy was endorsed by Council
- The Resale Shop at the Shepparton Resource Recovery Centre extended opening hours to seven days a week
- Tobacco sales to minors continued to be addressed with the Environmental Health Team educating retailers including the use of a test purchasing program
- Urban Forest Strategy launched



Major Capital Works Report

By the end of June 2018 there were 79 per cent of capital works projects completed - 111 out of 141 projects. Below are some of the main projects completed during the last financial year.

Active Living	\$162k
Building Renewals	\$1m
Deakin Reserve Female Changerooms	\$253k
Dhurringile Shelter	\$33k
Fraser Street Toilets	\$152k
Recreational Vehicle Dump Point	\$50k
Roads Renewals Project	\$1.9m
Roads Sealing Program	\$5.8m
Senior Citizens Toilet	\$165k
Small Town Recreational Spaces Spots	\$136k
Solar Projects – Welsford & Sports Stadium	\$213k
St Georges Road Development	\$422k
Verney Road	\$667k
Welsford Street	\$1.7m



SUSTAINABILITY REPORT

Our Commitment

We are committed to planning and action that will progress our municipality, enhancing and persevering the quality of life for our community, while ensuring that Council is financially sustainable and environmentally responsible.

Financial Sustainability

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

In 2015/16 The Victorian State Government introduced the Fair Go Rates System (FGRS) which has capped rates increases by Victorian councils to the forecast movement in the Consumer Price Index (CPI).

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

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

Liquidity

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

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

At the end of 2016/17, Council reported a Liquidity of 249 per cent which was slightly above the average of similar large regional city councils and lower than the average of all Victorian councils.

Victorian Auditor General

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

In 2018 Greater Shepparton City Council recorded a working capital of 270 per cent which is considered low risk. This has been impacted by the early receipt of 50 per cent of the 2019 Federal Financial Assistance Grant in 2018.

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.

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

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



Environmental Sustainability

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

Energy Reduction Plan

- A key action of the plan was the installation of a total of 250kWh solar panel systems on six of the highest energy using sites including a 30kWh system at the Shepparton Sports Stadium and a 90kWh system at the Welsford Street office
- High energy using lights were changed over to LED lights at the Shepparton Sports Stadium and Aquamoves

RiverConnect

- RiverConnect held 47 engagement events for the community plus 85 education sessions for schools and kinders with a total of 4,978 participants. Events and school sessions brought together partners from a wide range of agencies as well as community groups including a number of new partnerships with community groups with whom RiverConnect had not previously worked
- VCAL programs continue to undertake works such as weeding, tree planting and maintenance of public facilities along the river, as well as new projects such as monitoring wildlife and gathering data about littering and illegal rubbish dumping
- Received a \$10,000 grant from Sustainability Victoria to reduce illegal rubbish dumping within the river environs of Shepparton
- Council received a \$610,000 grant from the Federal Government to design and construct two paths from the RiverConnect Shared Paths Masterplan – Route 3 The Flats and Route 5 Link to Botanic Gardens

One Tree Per Child

- The One Tree Per Child Project exceeded its planting target of 16,664 plants in 2017 with 17,016 plants being planted by 2,771 participants across 44 planting sites including 20 Council managed properties/reserves, 11 road reserves and six schools
- A total of 43 different groups were involved and a total of 57 different species of trees, shrubs, groundcovers and grasses were planted to help restore a diverse range of woodland species to provide habitat for woodland birds and other native fauna species

Sustainability Forums

- Four free community smarter living workshops were held in Shepparton over June 2018 with approximately 50 people attending the four workshops on sustainable building design, energy efficiency at home, sustainable gardening and introduction to permaculture

Sustainability Grants

- Eight community sustainability grants were awarded to a total of \$14,139 with projects including upgrades to LED lighting, replacement of air conditioners, purchase of a reusable picnic set, purchase and installation of a water tank

Electric Vehicle Feasibility and Business Case

- 11 local government partners participated in a project led by Council on behalf of the Goulburn Broken Greenhouse Alliance where they identified the opportunities and constraints for the introduction of electric vehicles into council fleets along with the potential to enhance an electric vehicle tourist route through the Goulburn Valley



Social Sustainability

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

Best Start Early Years Plan	The Best Start Early Years Plan 2015 – 2019 reinforces Council's commitment to the children and families of the municipality. The plan consists of four outcome areas: <ul style="list-style-type: none"> • Every Child enjoys a healthy start to life • Every child is supported to become a confident learner • Greater Shepparton (is) a child and family friendly community • Collaboration to achieve collective impact
Community Plans	A Community Plan is a written document which identifies a community's vision for the future and the priorities it has identified to achieve this vision. Greater Shepparton City Council is committed to work in partnership with communities to develop Community Plans for small towns, localities and neighbourhoods.
Community Safety Strategy	The Community Safety Strategy 2018-2021 addresses high priority relevant community safety issues facing Greater Shepparton that were identified using local agency knowledge, statistics and community feedback. The strategy includes an action plan that sets out objectives to be achieved throughout the four year period.
Cultural Diversity and Inclusion Strategy and Action Plan	Council's vision is to promote and facilitate good multicultural practice and leadership within and across Victorian local government. The Cultural Diversity Strategy 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, recognising contributions to our society and celebrating the many cultures and diversity in our community. This strategy and associated action plan is considered a living document and will be reviewed by the Cultural Development Officer on an annual basis.
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.
Municipal Health and Wellbeing Action Plan	The Municipal Health and Wellbeing Action Plan plays an important role whereby community, local stakeholders and Council set the strategic direction for positive health and wellbeing initiatives that address population health trends to maximise health outcomes
Universal Access and Inclusion Plan	The Universal Access and Inclusion Plan is a whole of Council approach that will guide Council's priorities and ensure equity for people of all abilities in our diverse and inclusive municipality. The Plan has an associated Action Plan with aims to be achieved over a four year period.
Volunteer Strategy	The Volunteer Strategy sets out Council's vision and approach to support volunteering in our region. This Strategy provides a framework for the promotion, recruitment/retention, recognition and celebration of Council's volunteers at a local level, encouraging a responsive and supportive environment for all volunteers. Council recognises, where there is a vibrant culture of volunteering, communities are stronger due to the inclusiveness volunteering promotes in the community.

Women's Charter Alliance	The Women's Charter Alliance Advisory Committee provides advice to Council on issues relating to the Victorian Government Women's Charter and its key principles. A three point action plan focussing on Gender Equity, Diversity, and Active Citizenship guides the key strategic objectives of this Committee who make recommendations to encourage delivery of initiatives to ensure there are opportunities for the women of Greater Shepparton to access information, share knowledge and be aware of local leadership opportunities.
Youth Strategy	The Youth Strategy and Action Plan will inform how we work in partnership with the youth sector, young people and their families to ensure that young people are provided with every opportunity to actively participate in their community including those with diverse social, economic or cultural backgrounds.





PART 3: GOVERNANCE REPORT

Part Three - Governance Report **80**

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Council Meetings

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

There were 11 Ordinary Council Meetings and five Special Council Meetings in 2017-2018.

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 meetings and regular briefing sessions are only closed when considering confidential reports.

The majority of the Council meetings are held in the Council Boardroom. The times and venues of Council meetings are advertised in the Shepparton News, on our website and Facebook page.

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

Briefing Sessions

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

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

Council Committees

Section 86 Committees (established)

Council can appoint committees with special delegated power. There are 22 Section 86 committees made up of community volunteers. Most of the committees have delegated functions for community facilities such as recreation reserves, community centres and halls.

- Arcadia Community Centre Committee of Management
- Australian Botanic Gardens Shepparton Special Committee
- Ballantyne 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
- Karramomus Recreation Reserve and Community Centre Committee of Management
- Katandra West Community Facilities Committee of Management
- Kialla District Hall Committee of Management
- Kialla West Recreation Reserve Committee of Management
- Lemnos Recreation Reserve Committee of Management
- Murchison Community Centre Committee of Management
- Shepparton Show Me Committee of Management
- Tallygaroopna Memorial Hall Committee of Management
- Tallygaroopna Recreation Reserve Committee of Management
- Toolamba Recreation Reserve & Community Centre Committee of Management

Advisory Committees

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

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



Audit and Risk Management Committee

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

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

The Committee comprises two Councillors and three external independent people appointed by Council. The membership of the Committee at 30 June 2018 is:

- Mr Geoff Cobbledick (Chairperson)
- Cr Kim O'Keeffe
- Cr Chris Hazelman
- Mr Graeme Jolly
- Ms Anne O'Connor
- Mr John Calleja

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

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

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

- Financial Statements, Standard Statements and Performance Statement for the year ended 30 June 2017 were considered and recommended 'in principle' adoption to Council.
- Received quarterly risk management reports including insurance claims.

- Received quarterly updates on Occupational Health and safety incidents and statistics.
- Received the internal audit plan for 2016/2017.
- Received and considered Council's monthly financial reports.
- Received a variety of final reports presented by Crowe Horwath on internal audits conducted throughout the year. Information to be made available to the public

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

- Details of overseas or interstate travel (with the exception of interstate travel by land for less than three days) undertaken in an official capacity by Councillors or any member of Council staff in the previous 12 months, including the names of the Councillors or members of Council staff and the dates, destination, purpose and total cost of the overseas or interstate travel, including accommodation costs
- The agendas for and minutes of ordinary and special meetings held in the previous 12 months which are kept under section 93 of the Act, other than those agendas and minutes relating to parts of meetings which have been closed to members of the public under section 89 of the Act
- Minutes of meetings of special committees established under section 86 of the Act and held in the previous 12 months except if the minutes relate to parts of meetings which have been closed to members of the public under section 89 of the Act and are confidential information within the meaning of the section 77 (2) of the Act
- A register of delegations kept under sections 87 (1) and 98 (4) of the Act, including the dates on which the last reviews under section 86(6) and 98(6) of the Act took place
- A document containing details of all leases involving land which were entered into by the

Council as lessor, including the lessee and the terms and value of the lease

- A register of authorised officers appointed under section 224 (1A) of the Act
- A list of donations and grants made by the Council during the previous 12 months, including the names of persons or bodies which have received a donation or grant and the amount of each donation or grant



Freedom of Information

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

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

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

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

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

During the 2017-2018 financial year Greater Shepparton City Council received the following requests for information:



Freedom of Information Activity 2017-2018

DESCRIPTION	NUMBER
Applications received	19
Carried forward from last year	10
Access granted in full	2
Access granted in part	6
Number not finalised	8
Not proceeded with / Withdrawn	7
No documents exist	2
Documents provided outside of FOI Act	3
Request transferred to another agency	1
Access denied in full	0

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 9700.

Current Local Laws

Local Law No 1 Community Living

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

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

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

It regulates the droving, grazing and movement of livestock throughout the municipal district, to

minimise the damage to road surfaces, formations, drainage, native vegetation and surrounding areas arising from livestock and to alert other road users to the presence of livestock on roads in the interests of road safety.

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

Local Law No 2 Procedures for Council Meetings and Common Seal)

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

Protected Disclosure Act

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

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

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

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

As at 30 June 2017, Council’s Protected Disclosure Officers are the people holding the position of:

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

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

The Protected Disclosure Coordinator is the Manager Corporate Governance.

Protected Disclosure Activity 2017-2018

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 Whistleblower 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



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.

Reporting on compliance with these formalised procedures will commence in 2018/2019.

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.

Infrastructure and Development Contributions

Total DCP levies received in 2017-18

DCP NAME (YEAR APPROVED)	LEVIES RECEIVED IN 2016-17 FINANCIAL YEAR (\$)
Mooroopna West Growth Corridor DCP (2010)	\$0
South Growth Corridor DCP (2003)	\$303,228
North Growth Corridor DCP (2003)	\$93,738
TOTAL	\$396,966

DCP land, works, services or facilities accepted in-kind in 2017-18

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

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

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

Land, works, services or facilities delivered in 2017-18 from DCP levies collected

PROJECT DESCRIPTION	PROJECT ID	DCP NAME (YEAR APPROVED)	DCP FUND EXPENDED (\$)	WORKS-IN-KIND ACCEPTED (\$)	COUNCIL'S CONTRIBUTION (\$)	TOTAL PROJECT EXPENDITURE (\$)	PERCENTAGE OF ITEM DELIVERED
Southern most basin functional design	Drainage and wetland	South Growth Corridor DCP (2003)	\$15,454	\$0	\$0	\$15,454	10%
Extension of shared path adjacent to the stage of development	Bike Path	South Growth Corridor DCP (2003)	\$50,084	\$0	\$50,084	\$100,168	20%
Turning Lane from GV Highway	Turning Lanes	South Growth Corridor DCP (2003)	\$130,880	\$0	\$355,457	\$251,090	5%
Widen road to collector road status	Collector Rd Widening	South Growth Corridor DCP (2003)	\$82,285	\$0	\$0	\$82,285	70%
Design of drainage system	Drainage and Wetland	North Growth Corridor DCP (2003)	\$100,521	\$0	\$0	\$100,521	15%
Compulsory acquisition of land for drainage	Drainage and wetland	North Growth Corridor DCP (2003)	\$0	\$0	\$6,799	\$6,799	5%
TOTAL			\$379,224	\$0	\$412,340	\$791,564	



CR KIM O'KEEFE
I'M THE MAYOR OF
SHEPP SQUARE



SHEPP
SQUARE



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FINANCIAL SUMMARY

Council achieved a strong result with a net operating surplus of \$23.79 million (excluding the Land Under Roads revaluation write off) compared to a budgeted surplus of \$7.2 million.

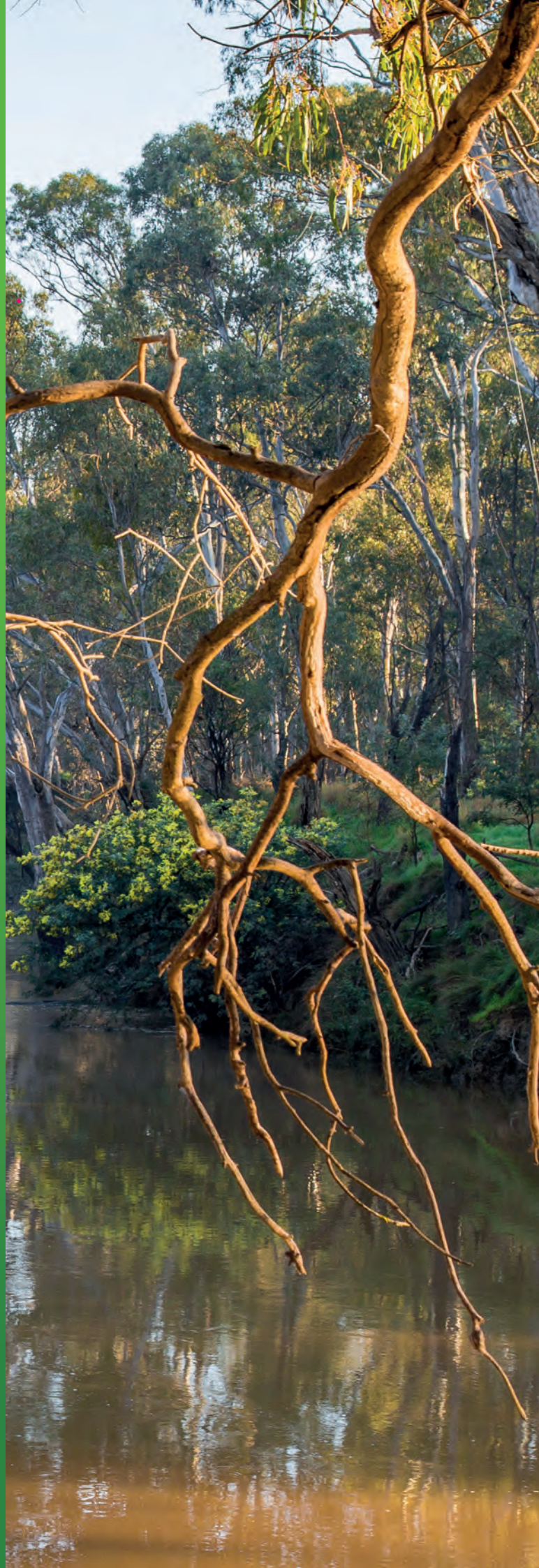
The variance is largely due to increased non-monetary contributions (developer gifted assets \$8.8 million) and the early receipt in 2017-2018 of 50 per cent of the Federal Financial Assistance Grant funding allocation for 2018-2019 (\$6.3 million).

Council recorded \$30.05 million in capital works for 2017/18 with asset renewal expenditure of \$18.35 million or 76 per cent of the total depreciation expense.

Council's working capital ratio for the year was 2.7:1, however, Council does have a restricted investments balance which means not all working capital is considered available for discretionary use.

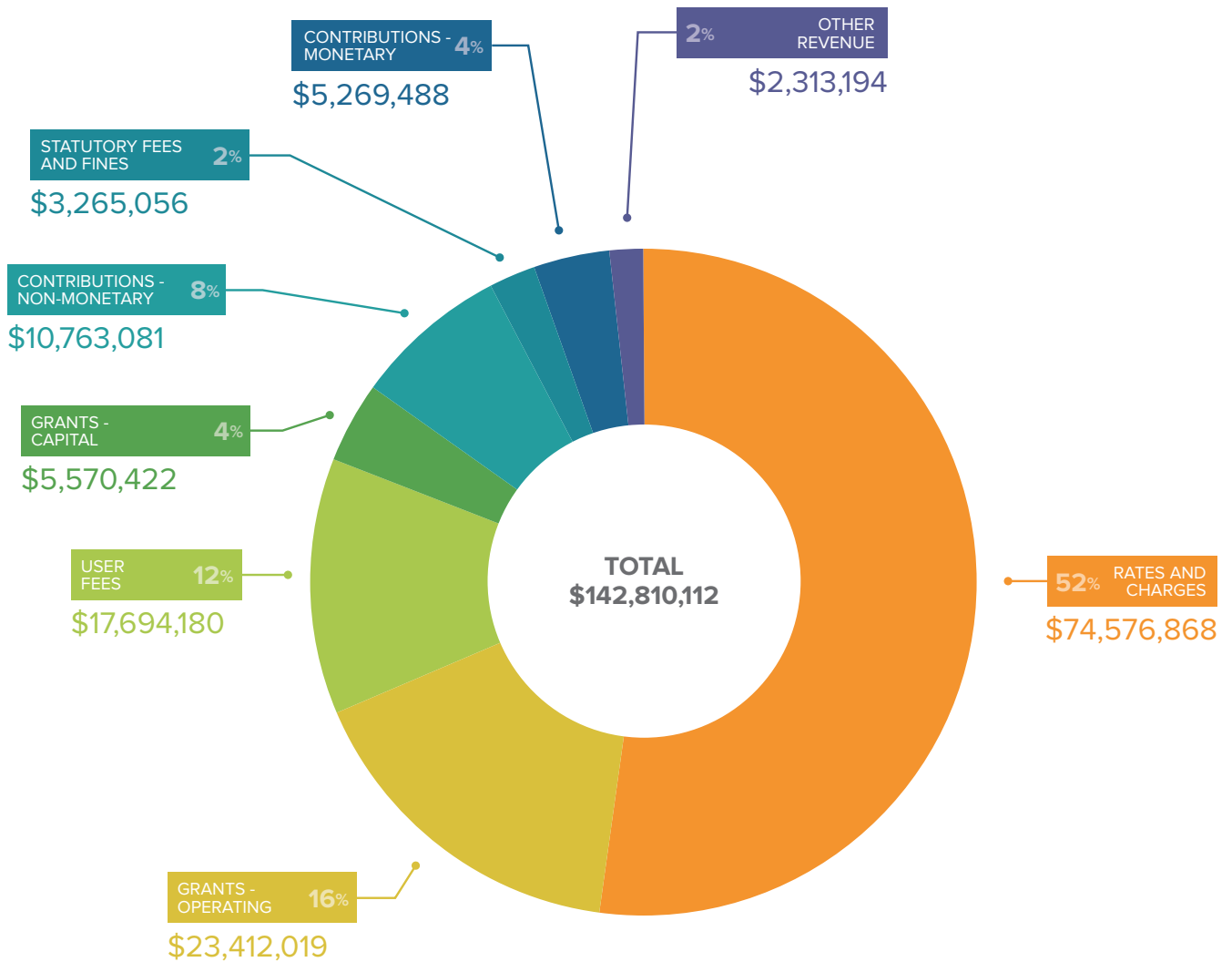
Highlights

- Total Operating Revenues (excluding capital): \$123.0 million
- Total Operating Expenses: \$119.0 million
- Total Capital Revenues: \$19.8 million
- Capital Works completed: \$30.05 million

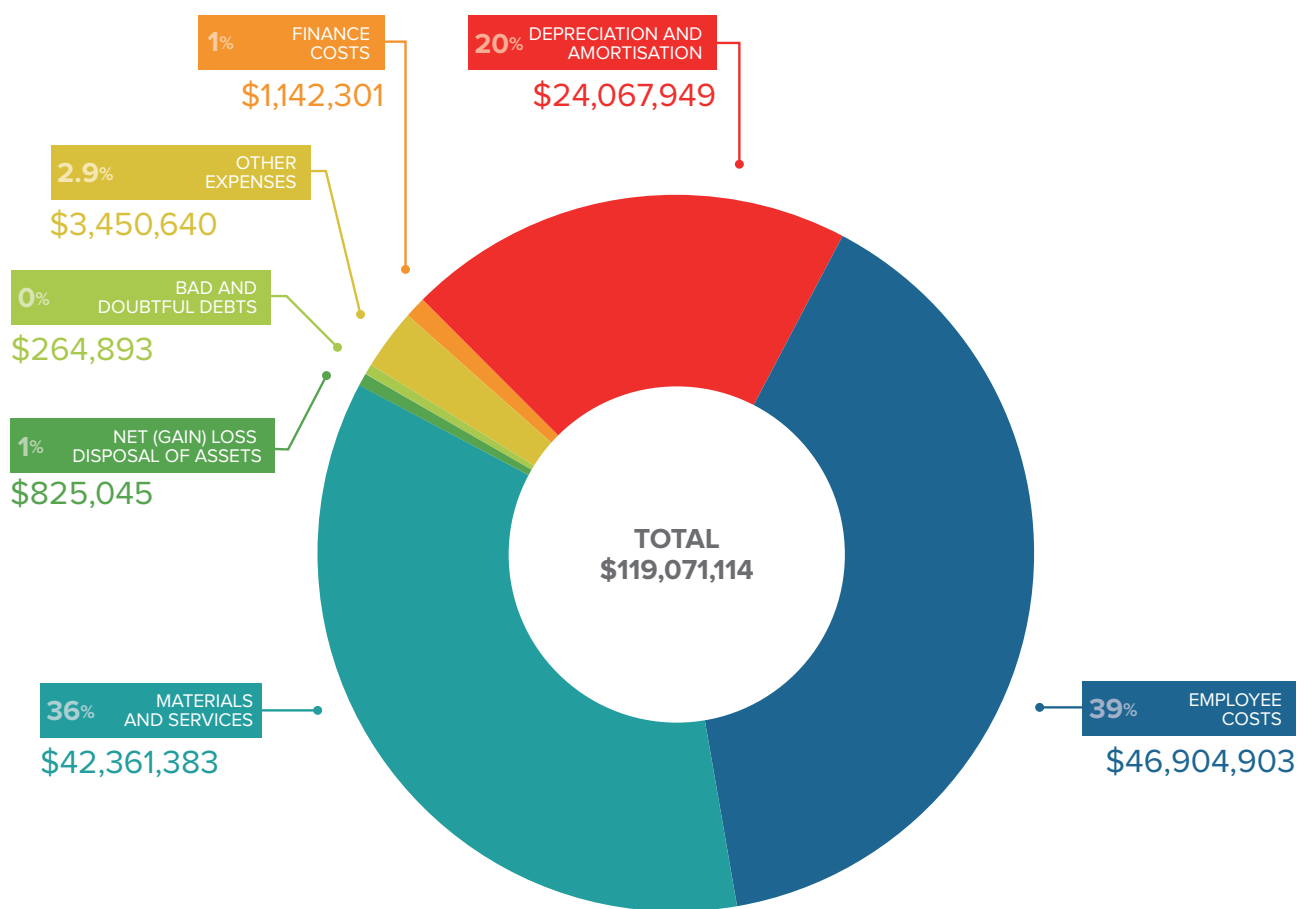


PART 4: FINANCIAL REPORT

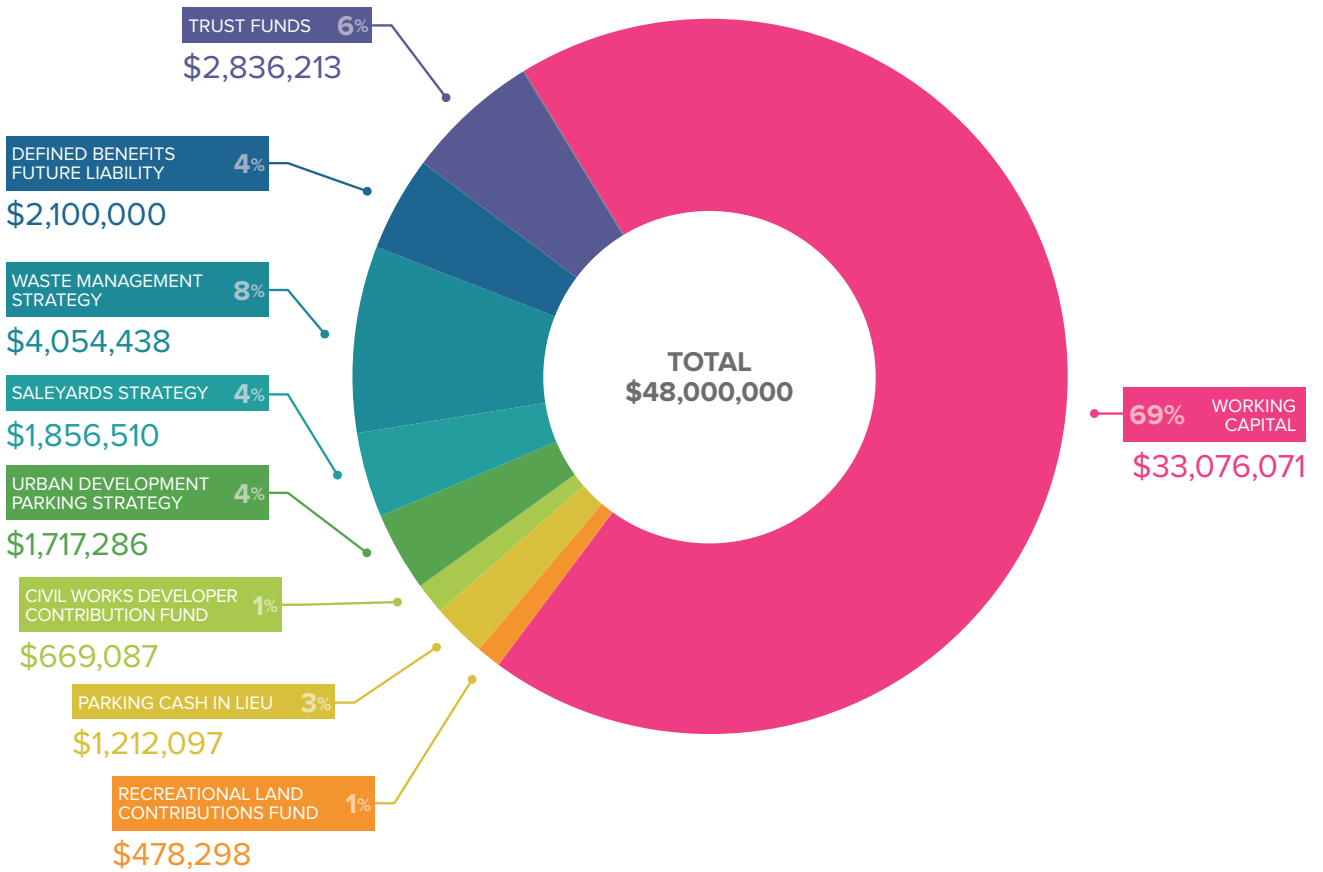
2017 – 2018 Operating Income



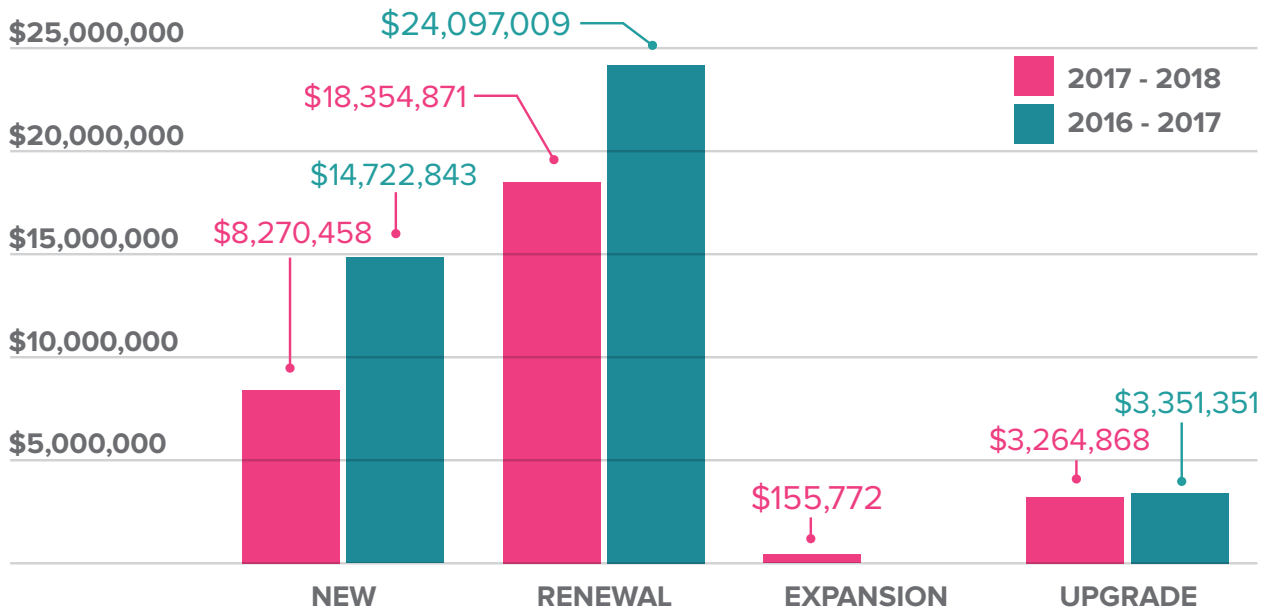
2017 – 2018 Operating Expense



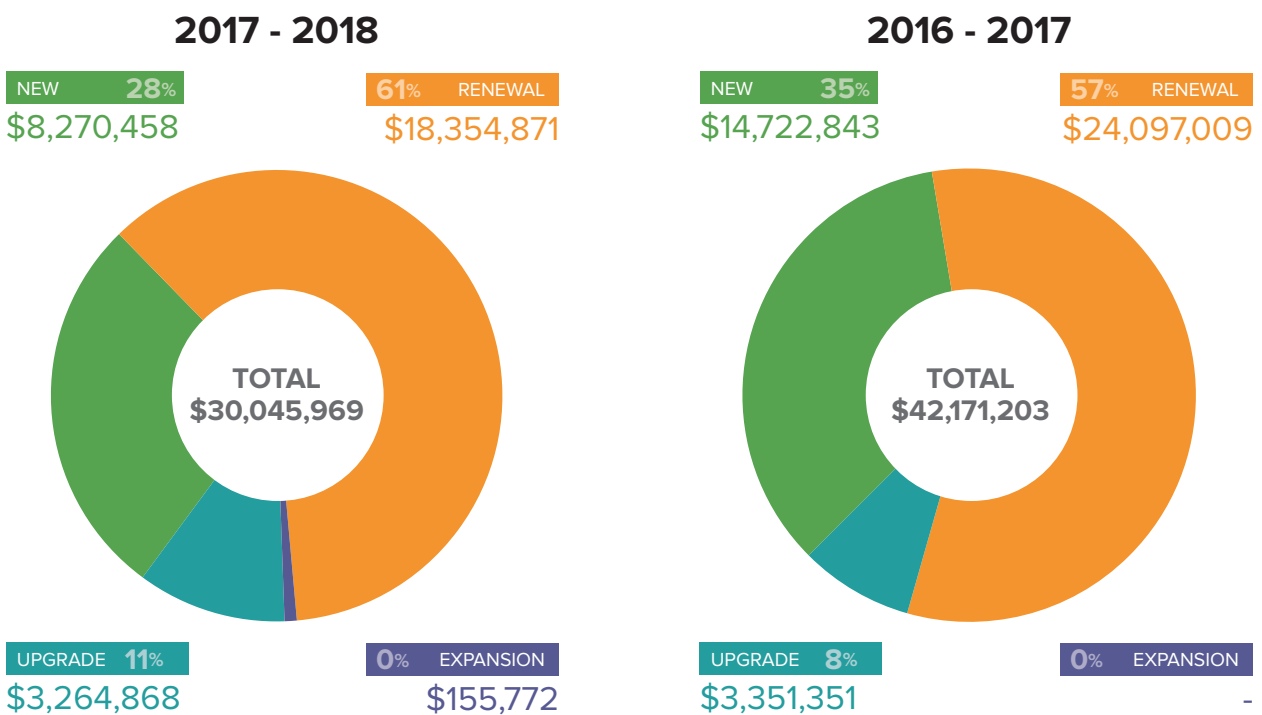
2017 – 2018 Council Investments



2017 - 2018 Capital Expenditure Comparison



2017 - 2018 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*, Australian Accounting Standards and other mandatory professional reporting requirements.



Mr Matthew Jarvis CPA
Principal Accounting Officer

Date : 11 September 2018
Shepparton

In our opinion the accompanying financial statements present fairly the financial transactions of Greater Shepparton City Council for the year ended 30 June 2018 and the financial position of the Council as at that date.

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

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



Mayor
Councillor K. O'Keefe

Date : 11 September 2018
Shepparton



Deputy Mayor
Councillor S. Abdullah

Date : 11 September 2018
Shepparton



Mr Peter Harriott
Chief Executive Officer

Date : 11 September 2018
Shepparton

Independent Auditor's Report

To the Councillors of Greater Shepparton City Council

Opinion	<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 2018 • 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 • notes to the financial statements, including significant accounting policies • certification of the financial statements. <p>In my opinion the financial report presents fairly, in all material respects, the financial position of the council as at 30 June 2018 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>
Basis for Opinion	<p>I have conducted my audit in accordance with the <i>Audit Act 1994</i> which incorporates the Australian Auditing Standards. I further describe my responsibilities under that Act and those standards in the <i>Auditor's Responsibilities for the Audit of the Financial Report</i> section of my report.</p> <p>My independence is established by the <i>Constitution Act 1975</i>. My staff and I are independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 <i>Code of Ethics for Professional Accountants</i> (the Code) that are relevant to my audit of the financial report in Victoria. My staff and I have also fulfilled our other ethical responsibilities in accordance with the Code.</p> <p>I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.</p>
Councillors' responsibilities for the financial report	<p>The Councillors of the council are responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards 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

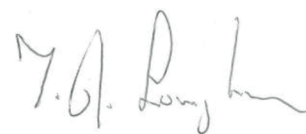
As required by the *Audit Act 1994*, my responsibility is to express an opinion on the financial report based on the audit. My objectives for the audit are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and 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
12 September 2018



Tim Loughnan
as delegate for the Auditor-General of Victoria

FINANCIAL STATEMENTS

FOR THE YEAR ENDING 30 JUNE 2018

Comprehensive Income Statement for year to date 30 June 2018

	NOTE	2018 \$	2017 \$
INCOME			
Rates and charges	2.1	74,576,868	71,891,238
Statutory fees and fines	2.2	3,265,056	3,460,872
User fees	2.3	17,694,180	16,853,744
Grants - operating	2.4(a)	23,412,019	29,092,942
Grants - capital	2.4(b)	5,570,422	7,846,807
Contributions - monetary	2.5	5,269,488	2,440,373
Contributions - non monetary	2.5	10,763,081	5,077,083
Share of net profits (or loss) of associates and joint ventures	5.3	(54,197)	18,458
Other income	2.7	2,313,194	1,739,965
Total income		142,810,112	138,421,482
EXPENSES			
Employee costs	3.1	(46,904,903)	(45,841,408)
Materials and services	3.2	(42,361,383)	(40,511,537)
Depreciation and amortisation	3.3	(24,067,949)	(22,338,312)
Bad and doubtful debts	3.4	(264,893)	(113,585)
Borrowing costs	3.5	(1,142,301)	(614,481)
Net gain (or loss) on disposal of property, infrastructure, plant and equipment	2.6	(825,045)	(1,246,612)
Other expenses	3.6	(3,450,640)	(548,698)
Total expenses		(119,017,114)	(111,214,633)
Net Operational surplus/(deficit) for the year		23,792,998	27,206,849
Other items of income and expense included in net result			
Net gain (loss) on revaluation of land under roads	5.2	(150,979,780)	-
Surplus/(deficit) for the year		(127,186,782)	27,206,849
OTHER COMPREHENSIVE INCOME			
Items that will not be reclassified to surplus or deficit in future periods			
Net asset revaluation increment/(decrement)	8.1	116,979,280	16,720,909
Total comprehensive result		(10,207,502)	43,927,758

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

Balance Sheet as at 30 June 2018

	NOTE	2018 \$	2017 \$
ASSETS			
<i>CURRENT ASSETS</i>			
Cash and cash equivalents	4.1(a)	22,809,567	25,303,343
Trade and other receivables	4.1(c)	8,975,559	7,208,640
Other financial assets	4.1(b)	31,500,000	17,000,000
Inventories	4.2(a)	120,198	73,983
Non-current assets classified as held for sale	5.1	248,085	-
Other assets	4.2(b)	1,375,354	1,050,880
Total current assets		66,028,763	50,636,846
<i>NON-CURRENT ASSETS</i>			
Investments in associates, joint arrangements and subsidiaries	5.3	1,457,302	1,511,499
Property, infrastructure, plant and equipment	5.2	1,036,461,257	1,058,401,547
Intangible assets	4.2(c)	-	847,820
Total non-current assets		1,037,918,559	1,060,760,866
Total assets		1,103,947,322	1,111,397,712
LIABILITIES			
<i>CURRENT LIABILITIES</i>			
Trade and other payables	4.3(a)	11,041,320	6,220,097
Trust funds and deposits	4.3(b)	2,836,213	2,716,657
Provisions	4.5	9,220,506	10,119,393
Interest-bearing liabilities	4.4	1,362,130	1,307,897
Total current liabilities		24,460,169	20,364,044
<i>NON-CURRENT LIABILITIES</i>			
Provisions	4.5	7,107,824	7,093,881
Interest-bearing liabilities	4.4	17,073,415	18,426,371
Total non-current liabilities		24,181,239	25,520,252
Total liabilities		47,641,408	45,884,296
Net assets		1,055,305,914	1,065,513,416
EQUITY			
Accumulated surplus		392,419,625	519,606,407
Reserves	8.1	662,886,289	545,907,009
Total Equity		1,055,305,914	1,065,513,416

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

Statement of Changes in Equity for the year to date 30 June 2018

2018	NOTE	TOTAL \$	ACCUMULATED SURPLUS \$	REVALUATION RESERVE \$
Balance at beginning of the financial year		1,065,513,416	519,606,407	545,907,009
Surplus/(deficit) for the year		(127,186,782)	(127,186,782)	-
Net asset revaluation increment/(decrement)		116,979,280	-	116,979,280
Balance at end of the financial year		1,055,305,914	392,419,625	662,886,289

2017	NOTE	TOTAL \$	ACCUMULATED SURPLUS \$	REVALUATION RESERVE \$
Balance at beginning of the financial year		1,021,585,658	492,399,558	529,186,100
Surplus/(deficit) for the year		27,206,849	27,206,849	-
Net asset revaluation increment/(decrement)		16,720,909	-	16,720,909
Balance at end of the financial year		1,065,513,416	519,606,407	545,907,009

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

Statement of Cash Flows for the year to date 30 June 2018

	NOTE	2018 INFLWS/ (OUTFLOWS) \$	2017 INFLWS/ (OUTFLOWS) \$
CASH FLOWS FROM OPERATING ACTIVITIES			
Rates and charges		72,383,543	70,493,649
Statutory fees and fines		3,265,056	3,959,431
User fees		17,329,710	17,322,704
Grants - operating		23,412,019	29,092,942
Grants - capital		5,570,422	7,846,807
Contributions - monetary		5,269,488	2,440,373
Interest received		811,617	669,954
Trust funds and deposits taken/(repaid)		119,556	(376,841)
Other receipts		1,501,578	592,277
Net GST refund/(payment)		1,169,169	1,233,933
Employee costs		(46,359,256)	(46,612,362)
Materials and services		(40,466,756)	(45,421,680)
Net cash provided by/(used in) operating activities	8.2	44,006,146	41,241,187
CASH FLOWS FROM INVESTING ACTIVITIES			
Payments for property, infrastructure, plant and equipment		(29,122,011)	(42,110,597)
Proceeds from sale of property, infrastructure, plant and equipment	2.6	563,112	2,125,123
Proceeds from (payments for) investments		(14,500,000)	10,042,827
Net cash provided by/(used in) investing activities		(43,058,899)	(29,942,647)
CASH FLOWS FROM FINANCING ACTIVITIES			
Finance costs		(1,142,301)	(614,481)
Proceeds from borrowings		-	4,064,000
Repayment of borrowings		(1,298,722)	(2,720,649)
Net cash provided by/(used in) financing activities		(2,441,023)	728,870
Net increase (decrease) in cash and cash equivalents		(1,493,776)	12,027,410
Cash and cash equivalents at the beginning of the financial year		25,303,343	13,275,933
Cash and cash equivalents at the end of the financial year		23,809,567	25,303,343

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

Statement of Capital Works for the Year to Date 30 June 2018

	NOTE	2018 \$	2017 \$
PROPERTY			
Land improvements		585,344	5,942,061
Buildings		4,877,282	2,246,288
Total property		5,462,626	8,188,349
PLANT AND EQUIPMENT			
Plant, machinery and equipment		1,110,867	2,248,258
Fixtures, fittings and furniture		717,392	525,959
Computers and telecommunications		306,802	791,310
Total plant and equipment		2,135,061	3,565,527
INFRASTRUCTURE			
Roads		12,831,161	11,971,263
Bridges		388,675	53,591
Footpaths and cycleways		602,737	411,533
Drainage		264,993	619,496
Recreational, leisure and community facilities		4,259,538	5,502,519
Waste management		2,831,225	11,299,114
Parks, open space and streetscapes		855,517	530,922
Aerodromes		368,505	26,248
Off street car parks		45,931	-
Other infrastructure		-	2,641
Total infrastructure		22,448,282	30,417,327
Total capital works expenditure		30,045,969	42,171,203
REPRESENTED BY:			
New asset expenditure		8,270,458	14,722,843
Asset renewal expenditure		18,354,871	24,097,009
Asset expansion expenditure		155,772	-
Asset upgrade expenditure		3,264,868	3,351,351
Total capital works expenditure		30,045,969	42,171,203

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 2018

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

Statement of compliance

These financial statements are a general purpose financial report that consists of a Comprehensive Income Statement, Balance Sheet, Statement of Changes in Equity, Statement of Cash Flows, Statement of Capital Works and Notes accompanying these financial statements. The general purpose financial report complies with the Australian Accounting Standards (AAS), other authoritative pronouncements of the Australian Accounting Standards Board, the *Local Government Act 1989*, and the *Local Government (Planning and Reporting) Regulations 2014*.

Significant accounting policies

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 5.2)
- the determination of depreciation for buildings, infrastructure, plant and equipment (refer to Note 5.2)
- the determination of employee provisions (refer to Note 4.5)
- the determination of landfill provisions (refer to Note 4.5)

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

Note 1 - Performance against budget

The performance against budget notes compare Council's financial plan, expressed through its annual budget, with actual performance. The *Local Government (Planning and Reporting) Regulations 2014* requires explanation of any material variances. Council has adopted a materiality threshold of 10 percent and \$100,000 where further explanation is warranted. Explanations have not been provided for variations below the materiality threshold unless the variance is considered to be material because of its nature.

The budget figures detailed below are those adopted by Council on 20 June 2017. 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 2018 \$	ACTUAL 2018 \$	VARIANCE 2018 \$	REF
INCOME				
Rates and charges	74,416,715	74,576,868	160,153	
Statutory fees and fines	3,751,436	3,265,056	(486,380)	1
User fees	19,666,308	17,694,180	(1,972,128)	2
Grants - operating	16,945,759	23,412,019	6,466,260	3
Grants - capital	6,851,408	5,570,422	(1,280,986)	4
Contributions - monetary	2,602,011	5,269,488	2,667,477	5
Contributions - non monetary	2,000,000	10,763,081	8,763,081	6
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	539,238	(825,045)	(1,364,283)	7
Share of net profits/(losses) of associates and joint ventures	-	(54,197)	(54,197)	
Other income	1,143,081	2,313,194	1,170,113	8
Total income	127,915,956	141,985,067	14,069,111	
EXPENSES				
Employee costs	47,979,746	46,904,903	1,074,843	
Materials and services	48,537,002	42,361,383	6,175,619	9
Bad and doubtful debts	144,000	264,893	(120,893)	10
Depreciation and amortisation	22,485,890	24,067,949	(1,582,059)	
Borrowing costs	1,223,000	1,142,301	80,699	
Other expenses	345,001	3,450,640	(3,105,639)	11
Total expenses	120,714,639	118,192,069	2,522,570	
Net operational surplus/(deficit) for the year	7,201,317	23,792,998	16,591,681	

(i) Explanation of material variations

VARIANCE REF	ITEM	EXPLANATION
1	Statutory fees & fines	Less than budget by \$486,000 due to the reclassification of Commonwealth Home Support Program fees from Statutory Fees to User Fees (\$504,000).
2	User Fees	Less than Budget by \$1.97 million largely due to a decrease in Cosgrove Landfill user fees (\$1.4 million), driven by lower commercial/industrial waste received. Also impacted by lower utilisation rates of early childhood education (\$885,000). Reclassification of Statutory Fees to User Fees (refer variance #1) offset by reclassification of User Fees to Other Income (refer variance #8).
3	Grants - operating	More than budget by \$6.47 million largely due to the early receipt of 50% of the 2018/2019 Federal Financial Assistance Grant funding allocation (\$6.49 million).
4	Grants - Capital	Less than budget by \$1.28 million largely due to the deferral of Federal funding for new Shepparton Art Museum (\$1.0 million) into a future financial year.
5	Contributions - Monetary	More than budget by \$2.67 million largely due to increased developer contributions for Recreational Land Fund, Cash in Lieu of Car Parks, and estate developments (\$820,000). Also due to increased contributions for capital projects including Verney Road Reconstruction (\$366,000), Maude St Plaza/Bus Interchange (\$269,000), Shepparton Art Museum auspiced funds (\$230,000) and Shepparton Alternate Route (\$141,000).
6	Contributions - Non monetary	More than budget by \$8.76 million largely due to asset contributions received from developers which are often difficult to predict.
7	Net gain/(loss) on disposal of property, infrastructure, plant and equipment	Less than budget by \$1.36 million largely due to the write down off assets removed (\$915,000) and the sale of fewer large plant items due to delays in replacement (\$470,000).
8	Other Income	More than budget by \$1.17 million largely due the reclassification of User Fees to Other Income (\$925,000) in particular Eastbank Catering and Riverlinks Box Office income (refer variance #2).
9	Materials and Services	Less than budget by \$6.18 million mainly due to operational savings in Waste Operations including kerbside organics contract payments (\$836,000) and lower EPA levy volume at Cosgrove Landfill (\$644,000), and organisation wide staff training (\$400,000). Also impacted by the carry forward of intersection works at Mooroopna West Growth Corridor (\$960,000) and Southdown Precinct (\$500,000) into future financial years.
10	Bad & Doubtful Debts	More than budget by \$121,000 mainly due to an increase in bad & doubtful debts for Parking Enforcement.
11	Other expenses	More than budget by \$3.11 million largely due to project costs expended on works on non-Council assets (\$2.26 million) and Parkside Gardens intangible asset write off (\$754,000).

Note 1 - Performance against budget (continued)

1.2 CAPITAL WORKS	BUDGET 2018 \$	ACTUAL 2018 \$	VARIANCE 2018 \$	REF
PROPERTY				
Land	20,000	-	(20,000)	
Land improvements	1,064,000	585,344	(478,656)	1
Buildings	6,044,000	4,877,282	(1,166,718)	2
Total Property	7,128,000	5,462,626	(1,665,374)	
PLANT AND EQUIPMENT				
Plant, machinery and equipment	2,255,940	1,110,867	(1,145,073)	3
Fixtures, fittings and furniture	159,000	717,392	558,392	4
Computers and telecommunications	260,000	306,802	46,802	
Total Plant and Equipment	2,674,940	2,135,061	(539,879)	
INFRASTRUCTURE				
Roads	14,811,262	12,831,161	(1,980,101)	5
Bridges	657,360	388,675	(268,685)	6
Footpaths and cycleways	579,400	602,737	23,337	
Drainage	670,000	264,993	(405,007)	7
Recreational, leisure and community facilities	3,929,574	4,259,538	329,964	8
Waste management	6,500,000	2,831,225	(3,668,775)	9
Parks, open space and streetscapes	1,133,000	855,517	(277,483)	10
Aerodromes	300,000	368,505	68,505	
Off street car parks	-	45,931	45,931	
Total Infrastructure	28,580,596	22,448,282	(6,132,314)	
*Project Management Office	1,000,000	-	(1,000,000)	11
Total Capital Works Expenditure	39,383,536	30,045,969	(9,337,567)	
REPRESENTED BY:				
New asset expenditure	7,946,245	8,270,458	324,213	
Asset renewal expenditure	25,364,258	18,354,871	(7,009,387)	
Asset expansion expenditure	498,227	155,772	(342,455)	
Asset upgrade expenditure	5,574,806	3,264,868	(2,309,938)	
Total Capital Works Expenditure	39,383,536	30,045,969	(9,337,567)	

(i) Explanation of material variations

VARIANCE REF	ITEM	EXPLANATION
1	Land Improvements	Less than budget by \$479,000 largely due to the rebudget of Victoria Park Lake Toilet Replacement works into 2018/2019 (\$354,000) and savings on the Shell Service Station Remediation works (\$161,000).
2	Buildings	Less than budget by \$1.17 million largely due to the rebudget of New SAM (\$571,000) and Maude Street (Plaza/Bus Interchange) Stage 1 works (\$508,000) into future financial years.
3	Plant, Machinery and Equipment	Less than budget by \$1.15 million largely due to the rebudget of purchase of plant items (\$1.22 million) into 2018/2019.
4	Fixtures, Fittings and Furniture	More than budget by \$558,000 mainly due to the reclassification of St Georges Road Redevelopment (\$423,000) from Recreational, Leisure and Community Facilities to Fixtures, Fittings and Furniture (see variance #8) and additional Art Work acquisitions (\$125,000).
5	Roads	Less than budget by \$1.98 million largely due to the rebudget of Balaclava Verney Dookie Intersection works (\$2.37 million) into 2018/2019 partially offset by Shepparton Sports City asphalt works (\$149,000) and Safe System Road Infrastructure Program works (\$120k).
6	Bridges	Less than budget by \$269,000 due to Rural Seal Bridge works at Toolamba bridge (\$284,000) being rebudgeted to future financial years.
7	Drainage	Less than budget by \$405,000 largely due to the rebudget of South Growth Corridor Wetland Planting (\$90,000) into 2018/2019 and lower expenditure in Marlboro Drive Shared Drainage (\$245,000) and North Growth Corridor Drainage Design & Landscape Plan (\$150,000).
8	Recreational, Leisure and Community Facilities	More than budget by \$330,000 largely due to additional works at Shepparton Sports City (\$1.07 million) partially offset by the reclassification of St Georges Road Redevelopment (\$423,000) from Recreational, Leisure and Community Facilities to Fixtures, Fittings and Furniture and the rebudget of Merrigum Pool - Splash Equipment (\$325,000) into 2018/2019.
9	Waste Management	Less than budget by \$3.67 million due to the rebudget of Cosgrove Landfill works (\$3.67m) into future financial years.
10	Parks, Open Space and Streetscapes	Less than budget by \$277,000 largely due to the rebudget of Maude Street Mall activation (\$250,000) into 2018/2019.
11	Project Management Office	Less than budget by \$1.0 million due to Project Management Office costs, incurred solely in the management of Council's capital works, being allocated to the various capital projects during the financial year.

Note 2 - Funding for the delivery of our services

2.1 RATES AND CHARGES	2018 \$	2017 \$
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 2017/18 was \$9.587 billion (2016/17 \$9.438 billion).		
General Rates	56,329,814	54,592,879
Municipal charge	7,820,426	7,599,872
Waste management charge	9,427,938	9,169,234
Supplementary rates and rate adjustments	812,624	260,791
Interest on rates and charges	186,066	268,462
Total rates and charges	74,576,868	71,891,238

The date of the latest general revaluation of land for rating purposes within the municipal district was 01/01/2016, and the valuation was first applied in the rating year commencing 1/07/2016.

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.

2.2 STATUTORY FEES AND FINES	2018 \$	2017 \$
Infringements and costs	1,379,401	1,122,207
Court recoveries	25,686	152,448
Town planning fees	638,212	540,650
Land information certificates	63,307	60,079
Permits	1,128,770	1,585,488
Other	29,680	-
Total statutory fees and fines	3,265,056	3,460,872

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

2.3 USER FEES	2018 \$	2017 \$
Aged and Disability services	649,259	636,273
Animal Control	97,686	110,816
Aquatic Facilities	3,564,027	3,141,228
Arts and Culture	677,954	831,549
Children's Services	2,289,868	2,238,365
Development Facilities	355,521	263,944
Environmental Health	19,744	17,371
Financial Services	535,963	433,071
Parking	1,259,260	1,299,015
Private Works	-	125,649

2.3 USER FEES (CONT'D)	2018 \$	2017 \$
Recreation Facilities	755,646	521,487
Saleyards	1,283,483	1,475,525
Tourism	1,101,742	1,351,270
Waste Management services	4,489,615	3,477,530
Other	614,412	930,651
Total user fees	17,694,180	16,853,744

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

2.4 FUNDING FROM OTHER LEVELS OF GOVERNMENT	2018 \$	2017 \$
Grants were received in respect of the following:		
SUMMARY OF GRANTS		
Commonwealth funded grants	20,784,944	27,532,545
State funded grants	8,197,497	9,407,204
Total grants received	28,982,441	36,939,749
(A) OPERATING GRANTS		
Recurrent - Commonwealth Government		
Federal Financial Assistance Grants	9,334,774	17,520,487
People and Development	2,500	-
Active Living	5,000	-
Children's and Youth services	2,292,464	2,792,498
Neighbourhoods	2,355,198	1,175,691
Projects	3,065,285	-
Works and Waste	-	20,500
Environmental Health	6,552	-
Recurrent - State Government		
Neighbourhoods	1,534,896	2,888,877
Children's and Youth services	3,552,461	1,804,617
Citizen Services - Parking	-	204,385
Environmental Health	96,826	196,621
Arts and Culture	120,000	120,000
Emergency Management	120,000	120,000
Economic Development	2,725	-
Saleyards	5,500	-
Works and Waste	228	-
Total recurrent operating grants	22,494,409	26,843,676
Non-recurrent - Commonwealth Government		

2.4 FUNDING FROM OTHER LEVELS OF GOVERNMENT(CONT'D)	2018 \$	2017 \$
Environmental planning	-	52,832
Economic Development	-	18,182
Other	-	11,581
Non-recurrent - State Government		
Children's and Youth services	122,580	1,216,364
Arts and Culture	145,962	240,522
Neighbourhoods	168,525	223,780
Active Living	30,000	148,018
Building and Planning	-	132,000
Environment	113,511	75,000
Finance and Rates	62,103	60,372
Economic Development	89,167	58,800
Infrastructure	29,025	7,500
Recreation and Parks	89,777	4,315
Works and Waste	66,960	-
Total non-recurrent operating grants	917,610	2,249,266
Total operating grants	23,412,019	29,092,942
(B) CAPITAL GRANTS		
Recurrent - Commonwealth Government		
Roads to recovery	2,958,378	4,880,774
Recurrent - State Government		
Recreation and Parks	-	50,000
Total recurrent capital grants	2,958,378	4,930,774
Non-recurrent - Commonwealth Government		
Infrastructure	15,793	1,000,000
Recreation and Parks	749,000	-
Community Life	-	60,000
Non-recurrent - State Government		
Sports Facilities	-	1,385,800
Community Life	-	234,357
Infrastructure	230,529	124,350
Economic Development	-	90,000
Recreation and Parks	198,492	13,726
Arts and Culture	-	7,800
Buildings	1,238,230	-
Plant, machinery and equipment	180,000	-
Total non-recurrent capital grants	2,612,044	2,916,033
Total capital grants	5,570,422	7,846,807

2.4 FUNDING FROM OTHER LEVELS OF GOVERNMENT (CONT'D)	2018 \$	2017 \$
(C) UNSPENT GRANTS RECEIVED ON CONDITION THAT THEY BE SPENT IN A SPECIFIC MANNER		
Balance at start of year	8,245,193	777,174
Received during the financial year and remained unspent at balance date	6,577,047	8,088,603
Received in prior years and spent during the financial year	(7,985,498)	(620,584)
Balance at year end	6,836,742	8,245,193

Grant income is recognised when Council obtains control of the contribution. Control is normally obtained upon receipt (or acquittal) or upon earlier notification that a grant has been secured.

2.5 CONTRIBUTIONS	2018 \$	2017 \$
Monetary	5,269,488	2,440,373
Non-monetary	10,763,081	5,077,083
Total contributions	16,032,569	7,517,456

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

Land	1,332,234	1,080,244
Roads	4,799,181	1,984,343
Other infrastructure	4,631,666	2,012,496
Total non-monetary contributions	10,763,081	5,077,083

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

2.6 NET GAIN/(LOSS) ON DISPOSAL OF PROPERTY, INFRASTRUCTURE, PLANT AND EQUIPMENT	2018 \$	2017 \$
Proceeds of sale	563,112	2,125,123
Written down value of assets disposed	(1,388,157)	(3,371,735)
Total net gain/(loss) on disposal of property, infrastructure, plant and equipment	(825,045)	(1,246,612)

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

2.7 OTHER INCOME	2018 \$	2017 \$
Interest	811,617	669,954
Rent	417,845	592,277
Other	1,083,732	477,734
Total other income	2,313,194	1,739,965

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 3 - The cost of delivering services

3.1 EMPLOYEE COSTS	2018 \$	2017 \$
Wages and salaries	41,627,809	41,208,455
WorkCover	593,060	421,314
Superannuation	4,493,359	4,065,019
Fringe benefits tax	190,675	146,620
Total employee costs	46,904,903	45,841,408
SUPERANNUATION		
Council made contributions to the following funds:		
Defined benefit fund		
Employer contributions to Local Authorities Superannuation Fund (Vision Super)	141,332	166,721
Employer contributions - other funds	10,051	9,665
	151,383	176,386
Employer contributions payable at reporting date.	-	-
Accumulation funds		
Employer contributions to Local Authorities Superannuation Fund (Vision Super)	2,969,528	2,720,260
Employer contributions - other funds	1,372,448	1,168,373
	4,341,976	3,888,633
Employer contributions payable at reporting date.	-	-

Refer to note 8.3 for further information relating to Council's superannuation obligations.

3.2 MATERIALS AND SERVICES	2018 \$	2017 \$
Contract payments	14,522,208	16,593,202
Building maintenance	1,562,032	1,240,179
General maintenance	3,940,455	4,123,049
Utilities	2,536,955	2,754,335
Operational supplies and services	9,756,185	6,939,305
Information technology	1,878,205	2,030,398
Insurance	954,449	1,244,482
Consultants	1,362,549	1,535,497
Sponsorships and contributions	2,832,353	1,163,798
Legal	1,274,684	1,419,169
Environment Protection Authority Landfill Levy	956,163	674,597
Motor vehicle expenses	785,145	793,525
Total materials and services	42,361,383	40,511,537

3.3 DEPRECIATION AND AMORTISATION	2018 \$	2017 \$
Property	1,811,004	2,246,305
Plant and equipment	2,268,465	2,048,310
Infrastructure	19,988,480	18,043,697
Total depreciation and amortisation	24,067,949	22,338,312

Refer to note 4.2(c) and 5.2 for a more detailed breakdown of depreciation and amortisation charges and accounting policy.

3.4 BAD AND DOUBTFUL DEBTS	2018 \$	2017 \$
Parking fine debtors	242,817	88,676
Rates debtors	4,641	12,905
Other debtors	17,435	12,004
Total bad and doubtful debts	264,893	113,585

Movement in provisions for doubtful debts

Balance at the beginning of the year	(115,710)	(74,778)
New provisions recognised during the year	(426,406)	(154,517)
Amounts already provided for and written off as uncollectible	264,893	113,585
Balance at end of year	(277,223)	(115,710)

Provision for doubtful debt is recognised when there is objective evidence that an impairment loss has occurred. Bad debts are written off when identified.

3.5 BORROWING COSTS	2018 \$	2017 \$
Interest - borrowings	1,142,301	774,359
Less capitalised borrowing costs on qualifying assets	-	(159,878)
Total borrowing costs	1,142,301	614,481

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.

3.6 OTHER EXPENSES	2018 \$	2017 \$
Auditors' remuneration - VAGO - audit of the financial statements, performance statement and grant acquittals	68,258	64,200
Auditors' remuneration - Internal	24,425	57,740
Councillors' allowances	304,019	299,864
Operating lease rentals	41,731	-
Project costs expended on non-Council assets	2,258,161	-
Write down of intangible assets 4.2	754,046	126,894
Total other expenses	3,450,640	548,698

Note 4 - Our financial position

4.1 FINANCIAL ASSETS	2018 \$	2017 \$
(A) CASH AND CASH EQUIVALENTS		
Cash on hand	9,930	9,745
Cash at bank	7,299,637	6,789,484
Term deposits	16,500,000	18,504,114
Total cash and cash equivalents	23,809,567	25,303,343
(B) OTHER FINANCIAL ASSETS		
Term deposits - current	31,500,000	17,000,000
Total other financial assets	31,500,000	17,000,000
Total financial assets	55,309,567	42,303,343
Councils cash and cash equivalents are subject to external restrictions that limit amounts available for discretionary use. These include:		
- Trust funds and deposits (Note 4.3(b))	2,836,213	2,716,657
- Funds held on a statutory basis	2,128,584	1,850,604
Total restricted funds	4,964,797	4,567,261
Total unrestricted cash and cash equivalents	18,844,770	20,736,082
INTENDED ALLOCATIONS		
Although not externally restricted the following amounts have been allocated for specific future purposes by Council:		
- Cash held to fund carried forward capital works	5,524,000	2,691,553
- Conditional grants unspent	6,836,742	8,245,193
Total funds subject to intended allocations	12,360,742	10,936,746
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. 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.		
(C) TRADE AND OTHER RECEIVABLES		
Rates debtors	2,735,414	2,670,343
Infringement debtors	1,033,981	798,215
Provision for doubtful debts - infringements	(247,223)	(85,710)
Non statutory receivables		
Net GST receivable	1,169,169	1,233,993
<i>Other debtors</i>	4,314,218	2,621,799
Provision for doubtful debts - other debtors	(30,000)	(30,000)
Total current trade and other receivables	8,975,559	7,208,640

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.

4.1 FINANCIAL ASSETS (CONT'D)	2018 \$	2017 \$
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(I) AGEING OF RECEIVABLES

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

Current (not yet due)	1,224,127	1,168,477
Past due by up to 30 days	2,033,425	1,160,309
Past due between 31 and 60 days	96,187	21,469
Past due between 61 and 90 days	237,248	181,321
Past due by more than 91 days	719,000	90,223
Total trade & other receivables	4,309,987	2,621,799

(II) AGEING OF INDIVIDUALLY IMPAIRED RECEIVABLES

At balance date, other debtors representing financial assets with a nominal value of \$70,417 (2017: \$30,000) were impaired. The amount of the provision raised against these debtors was \$30,000 (2017: \$30,000). They individually have been impaired as a result of their doubtful collection. Many of the long outstanding past due amounts have been lodged with Council's debt collectors or are on payment arrangements.

The ageing of receivables that have been individually determined as impaired at reporting date was:

Past due between 31 and 180 days	30,000	30,000
Total trade & other receivables impaired	30,000	30,000

4.2 NON-FINANCIAL ASSETS	2018 \$	2017 \$
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(A) INVENTORIES

Inventories held for distribution	120,198	73,983
Total inventories	120,198	73,983

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

Prepaid expenses	676,750	674,044
Accrued income	697,604	333,134
Parkside Gardens - right to receive income <12mths	-	43,702
Other assets	1,000	-
Total other assets	1,375,354	1,050,880

(C) INTANGIBLE ASSETS

Parkside Gardens - right to receive income >12mths	-	847,820
Total intangible assets	-	847,820

4.2 NON-FINANCIAL ASSETS	2018 \$	2017 \$
	Parkside Gardens \$	
Gross carrying amount		
Balance at 1 July 2017	847,820	
Additions from internal developments	-	
Write-down of Parkside Gardens	(710,344)	
Re-recognition of land	(137,476)	
Balance at 1 July 2018	-	
Accumulated amortisation and impairment		
Balance at 1 July 2017	-	
Amortisation expense	-	
Balance at 1 July 2018	-	
Net book value at 30 June 2017	847,820	
Net book value at 30 June 2018	-	

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.

Summary of intangible assets		2017 \$
Other assets - Parkside Gardens - right to receive income < 12mths	4.2(b)	43,702
Intangible assets - Parkside Gardens - right to receive income > 12mths	4.2(c)	847,820
		891,522
Re-recognition of land formerly known as Parkside Gardens		(137,476)
Total write down of intangible assets	3.6	754,046

4.3 PAYABLES	2018 \$	2017 \$
(A) TRADE AND OTHER PAYABLES		
Trade payables	1,832,723	35
Prepaid income	305,808	267,236
Accrued expenses	8,665,259	5,644,961
Other payables	237,530	307,865
Total trade and other payables	11,041,320	6,220,097
(B) TRUST FUNDS AND DEPOSITS		
Refundable deposits	2,127,212	2,018,771
Fire services levy	314,073	282,371
Retention amounts	394,928	415,515
Total trust funds and deposits	2,836,213	2,716,657

4.3 PAYABLES (CONT'D)	2018 \$	2017 \$
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Amounts received as deposits and retention amounts controlled by Council are recognised as trust funds until they are returned, transferred in accordance with the purpose of the receipt, or forfeited. Trust funds that are forfeited, resulting in council gaining control of the funds, are to be recognised as revenue at the time of forfeit.

Purpose and nature of items

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

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

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

4.4 INTEREST-BEARING LIABILITIES	2018 \$	2017 \$
Current		
Borrowings - secured	1,362,130	1,307,898
	1,362,130	1,307,898
Non-current		
Borrowings - secured	17,073,415	18,426,370
	17,073,415	18,426,370
Total	18,435,545	19,734,268

Borrowings are secured by general rates as per *Local Government Act - Section 148 (1)(a)*.

(a) The maturity profile for Council's borrowings is:

Not later than one year	1,362,129	1,307,898
Later than one year and not later than five years	6,169,787	5,691,373
Later than five years	10,903,629	12,734,997
	18,435,545	19,734,268

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.

4.5 PROVISIONS	EMPLOYEE	LANDFILL RESTORATION	TOTAL
2018	\$	\$	\$
Balance at beginning of the financial year	10,519,757	6,693,517	17,213,274
Additional provisions	8,202,057	857,259	9,059,316
Amounts used	(8,132,375)	(929,376)	(9,061,751)
Change in the discounted amount arising because of time and the effect of any change in the discount rate	(397,871)	(484,638)	(882,509)
Balance at the end of the financial year	10,191,568	6,136,762	16,328,330
2017			
Balance at beginning of the financial year	10,499,570	7,484,659	17,984,229
Additional provisions	4,082,646	-	4,082,646
Amounts used	(4,050,039)	(682,211)	(4,732,250)
Change in the discounted amount arising because of time and the effect of any change in the discount rate	(12,420)	(108,931)	(121,351)
Balance at the end of the financial year	10,519,757	6,693,517	17,213,274
(A) EMPLOYEE PROVISIONS		2018	2017
		\$	\$
Current provisions expected to be wholly settled within 12 months			
Annual leave		2,674,993	2,877,834
Long service leave		725,015	719,324
		3,400,008	3,597,158
Current provisions expected to be wholly settled after 12 months			
Annual leave		726,622	767,726
Long service leave		4,793,876	4,869,202
		5,520,498	5,636,928
Total current employee provisions		8,920,506	9,234,086
Non-current			
Long service leave		1,271,062	1,285,671
Total non-current employee provisions		1,271,062	1,285,671
Aggregate carrying amount of employee provisions:			
Current		8,920,506	9,234,086
Non-current		1,271,062	1,285,671
Total aggregate carrying amount of employee provisions		10,191,568	10,519,757

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

Wages and salaries and annual leave

Liabilities for 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.

4.5 PROVISIONS (CONT'D)	EMPLOYEE	LANDFILL RESTORATION	TOTAL
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Long service leave

Liability for long service leave (LSL) is recognised in the provision for employee benefits. LSL is measured at present value. Unconditional LSL is disclosed as a current liability. Conditional LSL that has been accrued, where an employee is yet to reach a qualifying term of employment, is disclosed as a non - current liability.

	2018	2017
Key assumptions:		
- discount rate	2.65%	2.40%
- inflation rate	1.50%	2.00%
(B) LANDFILL RESTORATION AND AFTERCARE	2018	2017
	\$	\$
Current	300,000	885,307
Non-current	5,836,762	5,808,210
	6,136,762	6,693,517

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.

	2018	2017
Key assumptions:		
- discount rate	1.91% - 2.69%	2.59%
- inflation rate	2.10%	2.10%
- estimated cost to rehabilitate	6,557,779	6,693,517
Summary of provisions	Current	Non-current
Employee provisions	4.5(a) 8,920,506	1,271,062
Landfill restoration and aftercare	4.5(b) 300,000	5,836,762
Total of provisions	9,220,506	7,107,824

4.6 FINANCING ARRANGEMENTS	2018 \$	2017 \$
The Council has the following funding arrangements in place as at 30 June 2018.		
Bank overdraft	200,000	200,000
Credit card facilities	100,000	100,000
Interest bearing loans	18,435,545	19,734,267
Total facilities	18,735,545	20,034,267
Bank overdraft - bank guarantees	199,475	199,475
Used facilities - credit cards	24,018	20,610
Interest bearing loans	18,435,545	19,734,267
Unused facilities	76,507	79,915

4.7 COMMITMENTS	2018 \$	2017 \$			
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.					
	Not later than 1 year \$	Later than 1 year and not later than 2 years \$	Later than 2 years and not later than 5 years \$	Later than 5 years \$	Total \$
2018					
Operating					
Kerbside collections and disposal	7,114,501	7,465,314	25,051,010	-	39,630,825
Open space management	500,000	-	-	-	500,000
Consultancies	2,742,938	1,632,490	1,629,231	254,129	6,258,788
Home care services	2,016,328	-	-	-	2,016,328
Cleaning contracts for council buildings	380,000	-	-	-	380,000
Meals for delivery	412,000	-	-	-	412,000
Total	13,165,767	9,097,804	26,680,241	254,129	49,197,941
Capital					
Buildings	1,547,850	66,607	19,800	-	1,634,257
Roads	23,565	-	-	-	23,565
Drainage	110,960	-	-	-	110,960
Waste Management	4,177,574	-	-	-	4,177,574
Other	20,000	-	-	-	20,000
Total	5,879,949	66,607	19,800	-	5,966,356

4.7 COMMITMENTS					2018	2017
					\$	\$
2017	Not later than 1 year	Later than 1 year and not later than 2 years	Later than 2 years and not later than 5 years	Later than 5 years	Total	
	\$	\$	\$	\$	\$	
Operating						
Kerbside collections and disposal	5,811,750	6,102,338	20,199,508	7,417,434	39,531,030	
Open space management	505,000	-	-	-	505,000	
Consultancies	2,394,307	1,509,989	973,902	129,327	5,007,525	
Home care services	2,016,328	2,076,817	-	-	4,093,145	
Cleaning contracts for council buildings	430,366	430,366	430,366	-	1,291,098	
Meals for delivery	412,000	424,360	-	-	836,360	
Total	11,569,751	10,543,870	21,603,776	7,546,761	51,264,158	
Capital						
Buildings	1,700,711	-	-	-	1,700,711	
Roads	3,376,000	201,000	76,000	-	3,653,000	
Drainage	55,000	-	-	-	55,000	
Waste management	2,055,662	171,000	-	-	2,226,662	
Total	7,187,373	372,000	76,000	-	7,635,373	

Operating lease commitments

2018
\$

2017
\$

At the reporting date, the Council had the following obligations under non-cancellable operating leases for the lease of equipment and land and buildings for use within Council's activities (these obligations are not recognised as liabilities):

Not later than one year	579,294	714,214
Later than one year and not later than five years	911,887	689,695
Later than five years	-	-
	1,491,181	1,403,909

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

Note 5 - Assets we manage

5.1 NON CURRENT ASSETS CLASSIFIED AS HELD FOR SALE	2018	2017
	\$	\$
Cost of acquisition of land	248,085	-
Total non current assets classified as held for sale	248,085	-

5.2 PROPERTY, INFRASTRUCTURE, PLANT AND EQUIPMENT

Summary of property, infrastructure, plant and equipment - Part 1 of table

	At Fair Value 30 June 2017	Additions	Contributions	* Revaluation	Depreciation
	\$	\$	\$	\$	\$
Property	225,417,472	184,081	1,332,234	(148,880,562)	(96,069)
Buildings	70,157,915	608,126	-	5,434,840	(1,714,935)
Plant and equipment	29,436,402	1,146,980	-	649,090	(2,268,465)
Infrastructure	694,417,497	14,488,745	9,430,847	108,767,019	(19,988,479)
Work in progress	38,972,261	12,831,552	-	-	-
	1,058,401,547	29,259,484	10,763,081	(34,029,613)	(24,067,948)

Summary of property, infrastructure, plant and equipment - Part 2 of table

	Disposal	Write-off	Transfers	At Fair Value 30 June 2018
	\$	\$	\$	\$
Property	-	-	(177,708)	77,779,448
Buildings	(2,799)	-	733,448	75,216,595
Plant and equipment	(268,520)	-	390,101	29,085,588
Infrastructure	(1,114,837)	-	22,253,916	828,254,707
Work in progress	-	(2,258,168)	(23,420,726)	26,124,919
	(1,386,156)	(2,258,168)	(220,969)	1,036,461,257

5.2 PROPERTY, INFRASTRUCTURE, PLANT AND EQUIPMENT (CONT'D)

Summary of Work in Progress

	Opening WIP \$	Additions \$	Write-off \$	Transfers \$	Closing WIP \$
Property	1,439,379	3,681,378	(8,944)	(918,790)	4,193,023
Plant and equipment	446,919	570,984	(156,293)	(390,101)	471,509
Infrastructure	37,085,963	8,579,190	(2,092,931)	(22,111,835)	21,460,387
Total	38,972,261	12,831,552	(2,258,168)	(23,420,726)	26,124,919

* Revaluation of land under roads

In 2015 the local government (LG) sector was strongly encouraged to recognise Land Under Roads acquired before 1 July 2008. During the 2014/15 financial year, Council recognised Land Under Roads before 1 July 2008 and, along with Land Under Roads acquired after 1 July 2008, was independently valued at \$175,454,022.

The 2017/18 financial year was a revaluation year for assets. Since the initial valuation, Council's independent valuers have continued to work in the LG sector and further developed their methodologies for valuation. The latest valuation for Land Under Roads was calculated using significantly increased discount factors of 95% for urban roads (up from 65%), 90% for suburban roads (up from 35%) and 75% for rural roads (up from 25%), in order to better reflect the fair value of the asset considering the highest and best use.

* Reconciliation of revaluations

Valuation adjustment to Land Under Roads	(154,301,500)	Refer 5.2(a)
Revaluation adjustment to other Reserves	120,301,000	Refer Note 8.1
Revaluation adjustment to land held for sale	(29,113)	
Net revaluation	(34,029,613)	as above
Valuation adjustment to Land Under Roads	(154,301,500)	Refer 5.2(a)
Consumption of Reserve - Land Specialised	(3,321,720)	Refer Note 8.1
Balance booked to Income Statement	(150,979,780)	Refer Comprehensive Income Statement

5.2 PROPERTY, INFRASTRUCTURE, PLANT AND EQUIPMENT (CONT'D)

Asset recognition thresholds and depreciation periods

	Depreciation Period	Threshold Limit \$
Property		
Land & land improvements		
land	-	1
land improvements	15 - 60 years	5,000
land under roads	-	1
Buildings		
buildings	10 - 100 years	10,000
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
Infrastructure		
Roads		
road surface and seals	12 - 60 years	20,000
spray seal		500m2
ashphalt		150m2
concrete		55m2
line marking		5,000
road pavement	53 - 60 years	290m2
road kerb, channel and minor culverts	60 - 90 years	1
bridges and major culverts	40 - 100 years	1
footpaths	10 - 70 years	1
bike paths	10 - 65 years	1
drainage	50 - 90 years	1
naturestrip trees	50 years	1
regulatory signs	7 - 35 years	1
street furniture	5 - 50 years	1

5.2 PROPERTY, INFRASTRUCTURE, PLANT AND EQUIPMENT (CONT'D)

(A) PROPERTY - PART 1 OF TABLE

	Land - specialised \$	Land - non specialised \$	Land improvements \$	Total Land & Land Improvements \$
At fair value 1 July 2017	179,602,344	39,780,746	6,304,883	225,687,973
Accumulated depreciation at 1 July 2017	-	-	(270,501)	(270,501)
	179,602,344	39,780,746	6,034,382	225,417,472
Movements in fair value				
Additions	-	137,476	184,081	46,605
Contributions	1,113,545	209,370	9,319	1,332,234
Revaluation increments/ (decrements)	(154,301,500)	4,304,006	1,612,038	(148,385,456)
Disposal	-	-	-	-
Write-off	-	-	-	-
Transfers - from WIP	-	-	185,342	(185,342)
Transfers - other assets	-	(363,050)	-	(363,050)
	(153,187,955)	4,287,802	1,853,304	(147,046,849)
Movements in accumulated depreciation				
Depreciation and amortisation	-	-	(96,069)	(96,069)
Accumulated depreciation of disposals	-	-	-	-
Revaluation increments/ decrements	-	-	(495,106)	(495,106)
	-	-	(591,175)	(591,175)
At fair value 30 June 2018	26,414,389	44,068,548	8,158,187	78,641,124
Accumulated depreciation at 30 June 2018	-	-	(861,676)	(861,676)
	26,414,389	44,068,548	7,296,511	77,779,448

5.2 PROPERTY, INFRASTRUCTURE, PLANT AND EQUIPMENT (CONT'D)

(A) PROPERTY - PART 2 OF TABLE

	Heritage buildings \$	Buildings - specialised \$	Total Buildings \$	Work In Progress \$	*Total Property \$
At fair value 1 July 2017	31,968,724	84,469,717	116,438,441	1,439,378	343,565,792
Accumulated depreciation at 1 July 2017	(11,762,170)	(34,518,356)	(46,280,526)	-	(46,551,027)
	20,206,554	49,951,361	70,157,915	1,439,378	297,014,765
Movements in fair value					
Additions	305,108	303,018	608,126	3,681,378	4,473,585
Contributions	-	-	-	-	1,332,234
Revaluation increments/ (decrements)	2,350,175	3,714,739	6,064,914	-	(142,320,542)
Disposal	(1,251)	(15,000)	(16,251)	-	(16,251)
Write-off	-	-	-	(8,944)	(8,944)
Transfers - from WIP	283,993	449,455	733,448	(918,790)	-
Transfers - other assets	-	-	-	-	(363,050)
	2,938,025	4,452,212	7,390,237	2,753,644	(136,902,968)
Movements in accumulated depreciation					
Depreciation and amortisation	(481,267)	(1,233,668)	(1,714,935)	-	(1,811,004)
Accumulated depreciation of disposals	1,251	12,201	13,452	-	13,452
Revaluation increments/ decrements	(1,299,706)	669,632	(630,074)	-	(1,125,180)
	(1,779,722)	(551,835)	(2,331,557)	-	(2,922,732)
At fair value 30 June 2018	34,906,749	88,921,929	123,828,678	4,193,022	206,662,824
Accumulated depreciation at 30 June 2018	(13,541,892)	(35,070,191)	(48,612,083)	-	(49,473,759)
	21,364,857	53,851,738	75,216,595	4,193,022	157,189,065

5.2 PROPERTY, INFRASTRUCTURE, PLANT AND EQUIPMENT (CONT'D)

(B) PLANT AND EQUIPMENT

	Plant machinery and equipment \$	Fixtures fittings and furniture \$	Computers and telecomms \$	Work in Progress \$	Total plant and equipment \$
At fair value 1 July 2017	15,086,693	24,203,269	7,052,589	446,919	46,789,470
Accumulated depreciation at 1 July 2017	(7,468,152)	(4,497,983)	(4,940,014)	-	(16,906,149)
	7,618,541	19,705,286	2,112,575	446,919	29,883,321
Movements in fair value					
Additions	816,037	100,005	230,938	570,984	1,717,964
Contributions	-	-	-	-	-
Revaluation	-	458,389	-	-	458,389
Disposal	(1,247,686)	-	-	-	(1,247,686)
Write-off	-	-	-	(156,293)	(156,293)
Transfers	74,781	246,720	68,600	(390,101)	-
	(356,868)	805,114	299,538	24,590	772,374
Movements in accumulated depreciation					
Depreciation and amortisation	(1,459,624)	(301,067)	(507,774)	-	(2,268,465)
Accumulated depreciation of disposals	979,166	-	-	-	979,166
Revaluation	-	190,701	-	-	190,701
Impairment losses recognised in operating result	-	-	-	-	-
Transfers	-	-	-	-	-
	(480,458)	(110,366)	(507,774)	-	(1,098,598)
At fair value 30 June 2018	14,729,825	25,008,383	7,352,127	471,509	47,561,844
Accumulated depreciation at 30 June 2018	(7,948,610)	(4,608,349)	(5,447,788)	-	(18,004,747)
	6,781,215	20,400,034	1,904,339	471,509	29,557,097

5.2 PROPERTY, INFRASTRUCTURE, PLANT AND EQUIPMENT (CONT'D)

(C) INFRASTRUCTURE - PART 1 OF TABLE

	Roads	Bridges	Footpaths and cycleways	Drainage	Recreational, leisure and community	Waste Management
	\$	\$	\$	\$	\$	\$
At fair value 1 July 2017	581,580,267	21,517,582	66,354,367	151,468,883	129,223,132	9,089,893
Accumulated depreciation at 1 July 2017	(187,500,037)	(7,159,765)	(29,124,237)	(53,882,920)	(43,967,865)	(2,729,019)
	394,080,230	14,357,817	37,230,130	97,585,963	85,255,267	6,360,874
Movements in fair value						
Additions	11,840,491	42,389	192,872	21,982	1,188,820	4,480
Contributions	4,799,181	-	1,416,608	2,849,754	70,000	-
Revaluation increments/ (decrements)	28,458,322	1,253,893	6,546,872	22,883,757	4,098,238	257,272
Disposal	(1,370,822)	-	(3,020)	(93,188)	(168,559)	-
Write-off	-	-	-	-	-	-
Transfers - from wip	7,482,268	-	1,258,706	396,486	11,854,458	61,364
Transfers - other assets	-	(38,673)	-	32,953	1,621	-
	51,209,440	1,257,609	9,412,038	26,091,744	17,044,578	323,116
Movements in accumulated depreciation						
Depreciation and amortisation	(13,019,353)	(279,995)	(1,055,112)	(1,713,985)	(2,694,297)	(222,400)
Accumulated depreciation of disposals	735,575	-	1,460	34,693	100,836	-
Revaluation (increments)/ decrements	37,842,842	(1,031,140)	8,350,017	(5,627,834)	(5,952,295)	(91,709)
Transfers	-	6,151	-	4,409	(6,461)	-
	25,559,064	(1,304,984)	7,296,365	(7,302,717)	(8,552,217)	(314,109)
At fair value 30 June 2018	632,789,707	22,775,191	75,766,405	177,560,627	146,267,710	9,413,009
Accumulated depreciation at 30 June 2018	(161,940,973)	(8,464,749)	(21,827,872)	(61,185,637)	(52,520,082)	(3,043,128)
	470,848,734	14,310,442	53,938,533	116,374,990	93,747,628	6,369,881

5.2 PROPERTY, INFRASTRUCTURE, PLANT AND EQUIPMENT (CONT'D)

C) INFRASTRUCTURE - PART 2 OF TABLE

	Parks open spaces and streetscapes	Aerodromes	Off street car parks	Other Infrastructure	Work in Progress	Total Infrastructure
	\$	\$	\$	\$	\$	\$
At fair value 1 July 2017	41,861,844	7,116,433	11,373,180	11,695,972	37,085,963	1,068,367,516
Accumulated depreciation at 1 July 2017	(4,712,412)	(538,631)	(2,014,662)	(5,234,508)	-	(336,864,056)
	37,149,432	6,577,802	9,358,518	6,461,464	37,085,963	731,503,460
Movements in fair value						
Additions	510,599	354,311	4,942	327,859	8,579,190	23,067,935
Contributions	245,599	-	-	49,705	-	9,430,847
Revaluation increments/ (decrements)	7,957,465	847,516	1,044,917	1,065,641	-	74,413,893
Disposal	(28,357)	-	-	(649,944)	-	(2,313,890)
Write-off	-	-	-	-	(2,092,931)	(2,092,931)
Transfers - from wip	624,932	-	53,137	380,484	(22,111,835)	-
Transfers - other assets	307,235	-	(156,519)	(4,536)	-	142,081
	9,617,473	1,201,827	946,477	1,169,209	(15,625,576)	102,647,935
Movements in accumulated depreciation						
Depreciation and amortisation	(267,855)	(31,377)	(181,621)	(522,484)	-	(19,988,479)
Accumulated depreciation of disposals	28,357	-	-	298,132	-	1,199,053
Revaluation (increments)/ decrements	(1,101,052)	294,495	1,018,123	651,679	-	34,353,125
Transfers	(8,635)	-	-	4,536	-	-
	(1,349,185)	263,118	836,502	431,863	-	15,563,699
At fair value 30 June 2018	51,479,317	8,318,260	12,319,657	12,865,181	21,460,387	1,171,015,451
Accumulated depreciation at 30 June 2018	(6,061,597)	(275,516)	(1,178,160)	(4,802,645)	-	(321,300,357)
	45,417,720	8,042,747	11,141,497	8,062,536	21,460,387	849,715,094

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.

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 earlier in Note 5.2 (page 22) 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. 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.

Details of the Council's land and buildings and information about the fair value hierarchy as at 30 June 2018 are as follows:

	LEVEL 1	LEVEL 2	LEVEL 3	DATE OF VALUATION
Land	-	-	44,068,548	January 2018
Specialised land	-	-	26,414,389	January 2018
Land improvements	-	-	7,296,511	January 2018
Heritage buildings	-	-	21,364,857	January 2018
Buildings	-	-	53,851,738	January 2018
Total	-	-	152,966,043	

Valuation of infrastructure

Valuation of infrastructure assets has been determined in accordance with an internal valuation undertaken by Team Leader Strategic Assets.

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

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

Details of the Council's infrastructure and information about the fair value hierarchy as at 30 June 2018 are as follows:

	LEVEL 1	LEVEL 2	LEVEL 3	DATE OF VALUATION
Roads	-	-	470,848,730	June 2018
Bridges	-	-	14,310,442	June 2018
Footpaths and cycleways	-	-	53,938,533	June 2018
Drainage	-	-	116,374,990	June 2018
Recreational, leisure and community facilities	-	-	93,747,628	June 2018
Waste management	-	-	6,369,881	June 2018
Parks, open space and streetscapes	-	-	45,417,720	June 2018
Aerodromes	-	-	8,042,747	June 2018
Off Street Car Parks	-	-	11,141,496	June 2018
Other infrastructure	-	-	8,062,536	June 2018
Total	-	-	828,254,703	

Description of significant unobservable inputs into level 3 valuations

Specialised land and land under roads are valued using a market based direct comparison technique. Significant unobservable inputs include the extent and impact of restriction of use and the market cost of land per square metre. The extent and impact of restrictions on use varies and results in a reduction to surrounding land values between 75% and 95%. The market value of land varies significantly depending on the location of the land and the current market conditions. Currently land values range between \$0.05 and \$899.73 per square metre.

Specialised buildings are valued using a depreciated replacement cost technique. Significant unobservable inputs include the current replacement cost and remaining useful lives of buildings. Current replacement costs is calculated on a square metre basis and ranges from \$35 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.

	2018 \$	2017 \$
Reconciliation of specialised land		
Land under roads	26,414,389	179,602,344
Total specialised land	26,414,389	179,602,344

5.3 INVESTMENTS IN ASSOCIATES, JOINT ARRANGEMENTS & SUBSIDIARIES	2018 \$	2017 \$
Investments in associates		
Investments in associates accounted for by the equity method are:		
- Goulburn Valley Regional Library Corporation (GVRLC)	1,457,302	1,511,499
Goulburn Valley Regional Library Corporation		
<i>Background</i>		
The Goulburn Valley Regional Library Corporation is an entity which has been established to serve three northern Victorian councils; the Greater Shepparton City Council, Moira Shire Council and the Strathbogie Shire Council. Each Council has two representatives on the Board of the Corporation.		
Each of the member Councils contributes financially to the operation of the Corporation based on the ratio of their population base. Contribution payments are considered a 'fee for service' on a commercial basis and are relative to the services the Corporation provides. The amount of financial contribution does not bring with it any additional voting rights or influence on the library activities and therefore no greater power or control.		
Fair value of Council's investment in GVRLC	1,457,868	1,511,499
Council's share of accumulated surplus/(deficit)		
Council's share of accumulated surplus(deficit) at start of year	(368,689)	(387,147)
Reported surplus(deficit) for year	(54,197)	18,458
Transfers (to) from reserves	-	-
Distributions for the year	-	-
Council's share of accumulated surplus(deficit) at end of year	(422,886)	(368,689)
Council's share of reserves		
Council's share of reserves at start of year	1,493,041	1,493,041
Transfers (to) from reserves	-	-
Council's share of reserves at end of year	1,493,041	1,493,041
Movement in carrying value of specific investment		
Carrying value of investment at start of year	1,511,499	1,493,041
Share of surplus(deficit) for year	(54,197)	18,458
Share of asset revaluation	-	-
Distributions received	-	-
Carrying value of investment at end of year	1,457,302	1,511,499

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 6 - People and relationships

6.1 COUNCIL AND KEY MANAGEMENT REMUNERATION	2018 NO.	2017 NO.
(A) RELATED PARTIES		
<i>Parent entity</i>		
Greater Shepparton City Council is the parent entity.		
<i>Associates</i>		
Interest in associates is detailed in Note 5.3.		
(B) KEY MANAGEMENT PERSONNEL		
Details of persons holding the position of Councillor or other members of key management personnel at any time during the year are:		
Councillors		
Councillor Kim O'Keeffe (Mayor - term commenced October 2017)		
Councillor Dinny Adem (Mayor - term expired October 2017)		
Councillor Seema Abdullah		
Councillor Bruce Giovanetti		
Councillor Chris Hazelman		
Councillor Les Oroszvary		
Councillor Dennis Patterson		
Councillor Fern Summer		
Councillor Shelley Sutton		
Total Number of Councillors	9	11
Chief Executive Officer and other Key Management Personnel	6	5
Total Key Management Personnel	15	16
(C) REMUNERATION OF KEY MANAGEMENT PERSONNEL		
Total remuneration of key management personnel was as follows:		
	\$	\$
Short-term benefits	1,433,211	1,453,222
Long-term benefits	374,178	147,370
Termination benefits	-	-
Total	1,807,389	1,600,592

6.1 COUNCIL AND KEY MANAGEMENT REMUNERATION (CONT'D)

2018
NO.

2017
NO.

The numbers of key management personnel whose total remuneration from Council and any related entities, fall within the following bands:

	2018	2017
\$1 - \$9,999	-	1
\$10,000 - \$19,999	-	1
\$20,000 - \$29,999	7	8
\$40,000 - \$49,999	1	-
\$60,000 - \$69,999	1	-
\$80,000 - \$89,999	-	1
\$90,000 - \$99,999	1	-
\$210,000 - \$219,999	-	1
\$220,000 - \$229,999	1	-
\$230,000 - \$239,999	-	2
\$240,000 - \$249,999	1	-
\$300,000 - \$309,999	2	2
\$320,000 - \$329,999	1	-
	15	16

(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 \$145,000

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

Income Range:	2018 No.	2017 No.
\$145,000 - \$149,999	6	6
\$150,000 - \$159,999	2	2
\$160,000 - \$169,999	1	1
	9	9

Total Remuneration for the reporting year for Senior Officers included above, amounted to	\$ 1,350,040	\$ 1,339,278
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6.2 RELATED PARTY DISCLOSURE	2018 \$	2017 \$
(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>	1,579,780	1,548,804
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>	62,190	58,356
Annual Fees received for provision of financial and human resources services, being accounts payable, accounts receivable, asset management, treasury, financial reporting and payroll services.		
(b) Outstanding balances with related parties		
There were no outstanding balances with related parties.		
(c) Loans to/from related parties		
There were no loans to/from related parties.		
(d) Commitments to/from related parties		
There were no commitments to/from related parties.		

Note 7 - Managing uncertainties

7.1 CONTINGENT ASSETS AND LIABILITIES

Contingent liabilities

Superannuation

Council has obligations under a defined benefit superannuation scheme that may result in the need to make additional contributions to the scheme, matters relating to this potential obligation are outlined in Note 8.3. As a result of the volatility in financial markets the likelihood of making such contributions in future periods exists.

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.

7.2 CHANGE IN ACCOUNTING STANDARDS

The following new AAS's have been issued that are not mandatory for the 30 June 2018 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.

Financial Instruments - Disclosures (AASB 7) (applies 2018/19)

This Standard requires entities to provide disclosures in their financial statements that enable users to evaluate: (a) the significance of financial instruments for the entity's financial position and performance; and (b) the nature and extent of risks arising from financial instruments to which the entity is exposed.

Financial Instruments (AASB 9) (applies 2018/19)

The key changes include the simplified requirements for the classification and measurement of financial assets, a new hedging accounting model and a revised impairment loss model to recognise impairment losses earlier, as opposed to the current approach that recognises impairment only when incurred.

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

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

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

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

Leases (AASB 16) (applies 2019/20)

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

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

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

7.3 FINANCIAL INSTRUMENTS

(a) Objectives and policies

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

(b) Market risk

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

Interest rate risk

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

Investment of surplus funds is made with approved financial institutions under the Local Government Act 1989. Council manages interest rate risk by adopting an investment policy that ensures:

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

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

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

(c) Credit risk

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

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

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

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

Council may also be subject to credit risk for transactions which are not included in the balance sheet, such as when Council provide a guarantee for another party. Details of our contingent liabilities are disclosed in Note 7.1.

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

(d) Liquidity risk

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

To help reduce these risks Council:

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

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

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

With the exception of borrowings, all financial liabilities are expected to be settled within normal terms of trade. Details of the maturity profile for borrowings are disclosed at Note 4.4.

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 + 1.0% and -1.0% in market interest rates (AUD) from year-end rates of 2.17%.

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.

7.4 FAIR VALUE MEASUREMENT

Fair value hierarchy

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

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

AASB 13 defines fair value as the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. Fair value under AASB 13 is an exit price regardless of whether that price is directly observable or estimated using another valuation technique.

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

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

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

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

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

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

7.4 FAIR VALUE MEASUREMENT (CONT'D)

Revaluation

Subsequent to the initial recognition of assets, non-current physical assets, other than plant and equipment, are measured at their depreciated replacement cost. 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.

7.5 EVENTS OCCURRING AFTER BALANCE DATE

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

Note 8 - Other matters

8.1 RESERVES	BALANCE AT BEGINNING OF REPORTING PERIOD \$	INCREMENT (DECREMENT) \$	BALANCE AT END OF REPORTING PERIOD \$
A) ASSET REVALUATION RESERVES			
2018			
Property			
Land - Specialised	3,321,720	(3,321,720)	-
Land - Non-Specialised	1,572,450	4,333,121	5,905,571
Land Improvements	4,539,888	1,116,932	5,656,820
Heritage Buildings	338,673	1,050,469	1,389,142
Buildings	2,821,193	4,384,371	7,205,564
	12,593,924	7,563,173	20,157,097
Plant & Equipment			
Artwork and Regalia	13,516,054	649,090	14,165,144
	13,516,054	649,090	14,165,144
Infrastructure			
Roads	343,535,621	66,301,162	409,836,783
Bridges	18,819,304	222,753	19,042,057
Footpaths and cycleways	37,805,323	14,896,889	52,702,212
Drainage	43,113,075	17,255,923	60,368,998
Recreational, leisure and community facilities	53,821,354	(1,854,057)	51,967,297
Waste management	228,141	165,563	393,704
Parks, open space and streetscapes	15,030,807	6,856,413	21,887,220
Aerodromes	1,128,645	1,142,011	2,270,656
Offstreet car parks	5,183,777	2,063,040	7,246,817
Other infrastructure	1,130,984	1,717,320	2,848,304
	519,797,031	108,767,017	628,564,048
Total asset revaluation reserves	545,907,009	116,979,280	662,886,289

8.1 RESERVES	BALANCE AT BEGINNING OF REPORTING PERIOD \$	INCREMENT (DECREMENT) \$	BALANCE AT END OF REPORTING PERIOD \$
2017			
Property			
Land - Specialised	3,321,720	-	3,321,720
Land - Non-Specialised	1,572,450	-	1,572,450
Land Improvements	4,539,888	-	4,539,888
Heritage Buildings	338,673	-	338,673
Buildings	2,821,193	-	2,821,193
	12,593,924	-	12,593,924
Plant & Equipment			
Artwork and Regalia	13,516,054	-	13,516,054
	13,516,054	-	13,516,054
Infrastructure			
Roads	343,535,621	-	343,535,621
Bridges	17,826,478	992,826	18,819,304
Footpaths and cycleways	33,335,296	4,470,027	37,805,323
Drainage	31,855,019	11,258,056	43,113,075
Recreational, leisure and community facilities	53,821,354	-	53,821,354
Waste management	228,141	-	228,141
Parks, open space and streetscapes	15,030,807	-	15,030,807
Aerodromes	1,128,645	-	1,128,645
Offstreet car parks	5,183,777	-	5,183,777
Other infrastructure	1,130,984	-	1,130,984
	503,076,122	16,720,909	519,797,031
Total asset revaluation reserves	529,186,100	16,720,909	545,907,009

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

8.2 RECONCILIATION OF CASH FLOWS FROM OPERATING ACTIVITIES TO SURPLUS/(DEFICIT)	2018 \$	2017 \$
Surplus/(deficit) for the year	23,792,998	27,206,849
Depreciation/amortisation	24,067,949	22,338,312
(Profit)/loss on disposal of property, infrastructure, plant and equipment	825,045	1,246,612
Contributions - Non-monetary assets	(10,763,081)	(5,077,083)
Finance costs	1,142,301	614,481
Share of net (profits) or loss of associates and joint ventures	54,197	(18,458)
Net write-off of intangibles	754,043	-
Project costs expended on non-Council assets	2,258,161	-
Change in assets and liabilities:		
(Increase)/decrease in trade and other receivables	(1,766,919)	(1,243,072)
(Increase)/decrease in prepayments	(2,706)	89,300
Increase/(decrease) in accrued income	(364,470)	(88,357)
Increase/(decrease) in trade and other payables	4,821,228	(3,766,144)
Increase/(decrease) in other liabilities	119,556	(376,841)
(Increase)/decrease in inventories	(46,215)	(229)
Increase/(decrease) in provisions	(328,189)	(671,627)
Increase/(decrease) in landfill provisions	(556,755)	(99,327)
(Increase)/decrease in other assets	(1,000)	1,086,771
Net cash provided by/(used in) operating activities	44,006,146	41,241,187

8.3 SUPERANNUATION

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

Accumulation

The Fund's accumulation categories, Vision MySuper/Vision Super Saver, receive both employer and employee contributions on a progressive basis. Employer contributions are normally based on a fixed percentage of employee earnings (for the year ended 30 June 2018, this was 9.5% as required under Superannuation Guarantee legislation).

Defined Benefit

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

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.

As at 30 June 2017, a full triennial actuarial investigation was completed. The vested benefit index (VBI) of the Defined Benefit category of which Council is a contributing employer was 103.1%. To determine the VBI, the Fund Actuary used the following long-term assumptions:

Net investment returns 6.5% pa

Salary information 3.5% pa

Price inflation (CPI) 2.5% pa.

Vision Super has advised that the estimated VBI at 30 June 2018 was 106.0%.

The VBI is to be used as the primary funding indicator. Because the VBI was above 100%, the 30 June 2017 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.

Employer contributions

Regular contributions

On the basis of the results of the 2017 triennial 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 2018, this rate was 9.5% of members' salaries (9.5% in 2016/2017). This rate will increase in line with any increases in the SG contribution rate. 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.

2017 triennial actuarial investigation surplus amounts

The Fund's triennial investigation as at 30 June 2017 identified the following in the defined benefit category of which Council is a contributing employer:

A VBI surplus of \$69.8 million

A total service liability surplus of \$193.5 million.

A discounted accrued benefits surplus of \$228.8 million.



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Queen's
Baton Relay

Gold Coast
2018

PERFORMANCE STATEMENT

For the year ended 30 June 2018

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 2017-18 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 over 65,000 residents living within 60 localities. However Shepparton services a much larger population of approximately 250,000 people as the main service centre for northern Victoria.

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

Our community is culturally rich with a large proportion of the population born overseas (14.8 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 \$3.48 billion per annum.

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

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

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

REPORT OF OPERATIONS

Service Performance Indicators

For the year ended 30 June 2018

INDICATOR/MEASURE	RESULTS 2015	RESULTS 2016	RESULTS 2017	RESULTS 2018	MATERIAL VARIATIONS
Aquatic Facilities					
Service standard					
Health inspections of aquatic facilities [Number of authorised officer inspections of Council aquatic facilities / Number of Council aquatic facilities]	0.50	1.00	1.00	0.00	There were no health inspections at aquatic facilities in 2017-18.
Health and Safety					
Reportable safety incidents at aquatic facilities [Number of WorkSafe reportable aquatic facility safety incidents]	5.00	3.00	0.00	1.00	There was 1 reportable safety incident at aquatic facilities in 2017-18.
Service cost					
Cost of indoor aquatic facilities [Direct cost of indoor aquatic facilities less income received / Number of visits to indoor aquatic facilities]	\$0.69	\$1.15	\$0.98	\$0.79	Indoor aquatic facility had a very successful year in 2017-18 and income was significantly higher than 2016-17. Attendances in learn to swim and recreation swimming were higher than the previous year. Both of these contribute significantly to income hence the improved subsidy per visit.
Service Cost					
Cost of outdoor aquatic facilities [Direct cost of outdoor aquatic facilities less income received / Number of visits to outdoor aquatic facilities]	\$15.78	\$8.09	\$10.56	\$9.79	No material variations.
Animal Management					
Timeliness					
Time taken to action animal management requests [Number of days between receipt and first response action for all animal management requests / Number of animal management requests]	0.00	1.00	1.00	1.00	No material variations.
Service standard					
Animals reclaimed [Number of animals reclaimed / Number of animals collected] x100	26.00%	44.22%	41.27%	39.97%	No material variations.
Service cost					

INDICATOR/MEASURE	RESULTS 2015	RESULTS 2016	RESULTS 2017	RESULTS 2018	MATERIAL VARIATIONS
<p>Cost of animal management service [Direct cost of the animal management service / Number of registered animals] <i>External labour costs associated with Animal Management were not included in the 2016 figures.</i></p>	\$79.00	\$55.64	\$57.47	\$65.24	During 2017-18 there has been a small increase in costs and 288 less animals registered which has led to this increase.
Food Safety					
Timeliness					
<p>Time taken to action food complaints [Number of days between receipt and first response action for all food complaints / Number of food complaints]</p>	0.00	4.97	4.60	2.18	Time taken to action food complaints has significantly improved in 2017-18
Service standard					
<p>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</p>	72.00%	80.76%	67.65%	82.37%	Food safety assessments have increased from 274 in 2016-17 to 341 in 2017-18.
Service cost					
<p>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]</p>	\$760.56	\$669.46	\$610.70	\$635.09	No material variations.
Governance					
Transparency					
<p>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</p>	14.00%	4.56%	2.23%	2.59%	There were 6 decisions made at meetings closed to the public both in 2017-18 and 2016-17. In 2016-17 there were 269 other decisions made and in 2017-18 there were 232 decisions made hence the very minor increase from 2.23% to 2.59%.
Consultation and engagement					
<p>Satisfaction with community consultation and engagement Community satisfaction rating out of 100 with how Council has performed on community consultation and engagement</p>	58.00	51.00	53.00	57.00	Satisfaction with community consultation and engagement continues to improve.
Attendance					

INDICATOR/MEASURE	RESULTS 2015	RESULTS 2016	RESULTS 2017	RESULTS 2018	MATERIAL VARIATIONS
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	94.00%	89.52%	92.31%	92.36%	No material variations.
Service cost					
Cost of governance [Direct cost of the governance service / Number of Councillors elected at the last Council general election]	\$53,119.86	\$74,780.00	\$51,505.78	\$40,364.78	Reduction of direct costs for Councillors in 2017-18 compared with 2016-17.
Home and Community Care (HACC)					
Timeliness					
Time taken to commence the HACC service [Number of days between the referral of a new client and the commencement of HACC service / Number of new clients who have received a HACC service]	0.00	0.00	N/A	N/A	Reporting on HACC ceased on 1 July 2016 due to the introduction of the eCommonwealth Government's NDIS and CHSP programs Commonwealth Government's NDIS and CHSP programs.
Service standard					
Compliance with Community Care Common Standards [Number of Community Care Common Standards expected outcomes met / Number of expected outcomes under the Community Care Common Standards] x100	89.00%	88.89%	N/A	N/A	Reporting on HACC ceased on 1 July 2016 due to the introduction of the Commonwealth Government's NDIS and CHSP programs.
Service cost					
Cost of domestic care service [Cost of the domestic care service / Hours of domestic care service provided]	\$0.00	\$38.67	N/A	N/A	Reporting on HACC ceased on 1 July 2016 due to the introduction of the Commonwealth Government's NDIS and CHSP programs.
Service cost					
Cost of personal care service [Cost of the personal care service / Hours of personal care service provided]	\$0.00	\$48.32	N/A	N/A	Reporting on HACC ceased on 1 July 2016 due to the introduction of the Commonwealth Government's NDIS and CHSP programs.
Service cost					

INDICATOR/MEASURE	RESULTS 2015	RESULTS 2016	RESULTS 2017	RESULTS 2018	MATERIAL VARIATIONS
Cost of respite care service [Cost of the respite care service / Hours of respite care service provided]	\$0.00	\$46.04	N/A	N/A	Reporting on HACC ceased on 1 July 2016 due to the introduction of the Commonwealth Government's NDIS and CHSP programs.
Libraries					
Utilisation					
Library collection usage [Number of library collection item loans / Number of library collection items]	1.73	2.98	3.10	3.28	No material variations.
Resource standard					
Standard of library collection [Number of library collection items purchased in the last 5 years / Number of library collection items] x100	34.00%	41.08%	41.25%	45.98%	The standard of library condition has improved with 2517 new items coupled with a reduction of 1660 items more than 5 years old.
Service cost					
Cost of library service [Direct cost of the library service / Number of visits]	\$8.41	\$7.12	\$7.27	\$7.82	No material variations.
Maternal and Child Health (MCH)					
Satisfaction					
Participation in first MCH home visit [Number of first MCH home visits / Number of birth notifications received] x100	96.00%	96.52%	102.08%	101.45%	No material variations.
Service standard					
Infant enrolments in the MCH service [Number of infants enrolled in the MCH service (from birth notifications received) / Number of birth notifications received] x100	95.00%	95.29%	100.00%	100.00%	No material variations.
Service cost					
Cost of the MCH service [Cost of the MCH service / Hours worked by MCH nurses]	\$0.00	\$59.35	\$60.22	\$62.88	No material variations.
Roads					
Satisfaction of use					
Sealed local road requests [Number of sealed local road requests / Kilometres of sealed local roads] x100	19.76	17.81	27.68	24.13	There has been a decrease in sealed local road requests from 324 (2016-17) to 284 (2017-18).
Condition					

INDICATOR/MEASURE	RESULTS 2015	RESULTS 2016	RESULTS 2017	RESULTS 2018	MATERIAL VARIATIONS
<p>Sealed local roads maintained to condition standards</p> <p>[Number of kilometres of sealed local roads below the renewal intervention level set by Council / Kilometres of sealed local roads] x100</p>	94.00%	94.40%	94.43%	97.05%	The condition of sealed local roads continues to improve.
<p>Service Cost</p> <p>Cost of sealed local road reconstruction</p> <p>[Direct cost of sealed local road reconstruction / Square metres of sealed local roads reconstructed]</p>	\$43.02	\$56.98	\$85.89	\$186.75	The main reason for this increase is the urban works on Welsford Street with asphalt deep lift reconstruction. It was a small area with a high cost and the only reconstruction in 2017-18.
<p>Service Cost</p> <p>Cost of sealed local road resealing</p> <p>[Direct cost of sealed local road resealing / Square metres of sealed local roads resealed]</p>	\$3.76	\$8.24	\$4.54	\$4.29	No material variations.
<p>Statutory Planning</p> <p>Timeliness</p> <p>Time taken to decide planning applications</p> <p>[The median number of days between receipt of a planning application and a decision on the application]</p>	52.81	51.00	43.00	53.00	There has been staff shortages in the Statutory Planning team in 2017-18 which has led to an increase in time taken to decide planning applications.
<p>Service standard</p> <p>Planning applications decided within required timeframes</p> <p>[Number of planning application decisions made within 60 days / Number of planning application decisions made] x100</p>	78.00%	76.94%	85.50%	73.50%	There has been staff shortages in the Statutory Planning team in 2017-18 which has led to a reduction in the planning applications decided within the required timeframes.
<p>Service cost</p> <p>Cost of statutory planning service</p> <p>[Direct cost of the statutory planning service / Number of planning applications received]</p>	\$1,695.77	\$2,318.74	\$2,059.75	\$2,516.59	The increase in the cost of the statutory planning service is due to the reduction in number of applications from 516 in 2016-17 to 435 in 2017-18.

INDICATOR/MEASURE	RESULTS 2015	RESULTS 2016	RESULTS 2017	RESULTS 2018	MATERIAL VARIATIONS
Waste Collection					
Satisfaction					
Kerbside bin collection requests [Number of kerbside garbage and recycling bin collection requests / Number of kerbside bin collection households] x1000	13.36	38.23	30.27	24.12	There has been a reduction in kerbside bin collection requests from 776 in 2016-17 to 653 in 2017-18.
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	1.83	2.01	2.34	9.22	The number of bins missed in 2016-17 has been updated to 951 (revised result of 4.94%). The data collection in 2017-18 has improved for this indicator compared to previous years.
Service cost					
Cost of kerbside garbage bin collection service [Direct cost of the kerbside garbage bin collection service / Number of kerbside garbage collection bins]	\$50.06	\$46.15	\$39.85	\$44.94	The number of kerbside collection bins in 2016-17 has been updated to 27,843 (revised result of \$44.50). The data collection in 2017-18 has improved for this indicator compared to previous years.
Service cost					
Cost of kerbside recyclables collection service [Direct cost of the kerbside recyclables bin collection service / Number of kerbside recyclables collection bins]	\$31.29	\$25.83	\$23.67	\$36.09	Cost of kerbside recyclables collection has increased due to higher costs since China implemented their Sword policy.



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WHEELIE WASTE AND GREATER SHEPPARTON,
PARTNERS IN WASTE MANAGEMENT



GREATER
SHEPPARTON

PERFORMANCE STATEMENT

Sustainable Capacity Indicators

For the year ended 30 June 2018

INDICATOR/MEASURE	RESULTS 2015	RESULTS 2016	RESULTS 2017	RESULTS 2018	MATERIAL VARIATIONS
Own-source revenue					
Own-source revenue per head of municipal population [Own-source revenue / Municipal population]	\$1,385	\$1,431	\$1,450	\$1,492	No material variations.
Recurrent grants					
Recurrent grants per head of municipal population [Recurrent grants / Municipal population]	\$429	\$314	\$488	\$388	2016/17 result impacted by early receipt of half of the 2017/18 Federal Financial Assistance Grant allocation in 2016/17. 2017/18 result impacted by early receipt of half of the 2018/19 Federal Financial Assistance Grant allocation in 2017/18.
Population					
Expenses per head of municipal population [Total expenses / Municipal population]	\$2,007	\$1,964	\$1,715	\$1,815	2014/15 and 2015/16 results higher due to recognition of Cosgrove 2 landfill rehabilitation provision.
Infrastructure per head of municipal population [Value of infrastructure / Municipal population]	\$9,172	\$12,268	\$12,800	\$14,616	As per the definitions Infrastructure means non-current property, plant and equipment excluding land. The variance between 2014/15 and 2015/16 is due to a reclassification of a number of previously recorded land assets being reclassified into those categories included in the definition. Increase from 2016 to 2018 reflects impact of infrastructure asset revaluations in 2017 and 2018.
Population density per length of road [Municipal population / Kilometres of local roads]	28	28	28	29	No material variations.
Disadvantage					
Relative socio-economic disadvantage [Index of Relative Socio-economic Disadvantage by decile]	2	2	2	2	No material variations.

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 2018

SERVICE/INDICATOR/MEASURE	RESULTS 2015	RESULTS 2016	RESULTS 2017	RESULTS 2018	MATERIAL VARIATIONS
Governance					
Satisfaction					
Satisfaction with Council decisions [Community satisfaction rating out of 100 with how Council has performed in making decisions in the interest of the community]	56	46	49	55	Satisfaction with council decisions continues to improve.
Statutory Planning					
Decision making					
Council planning decisions upheld at VCAT [Number of VCAT decisions that did not set aside Council’s decision in relation to a planning application / Number of VCAT decisions in relation to planning applications] x100	80%	100%	25%	100%	In 2017-18 there were 5 (out of 5) Council planning decisions upheld at VCAT compared to 1 out of 4 in 2016-17.
Roads					
Satisfaction					
Satisfaction with sealed local roads [Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads]	49	48	40	55	There has been a significant improvement in the community's perception of the condition of the sealed roads in Greater Shepparton. In 2016-17 when the survey was conducted there were 3 major roadwork projects at the same time. A recent condition survey highlights the improved condition of roads in the municipality.
Libraries					
Participation					

SERVICE/INDICATOR/MEASURE	RESULTS 2015	RESULTS 2016	RESULTS 2017	RESULTS 2018	MATERIAL VARIATIONS
Active library members [Number of active library members / Municipal population] x100	14%	13%	10%	9%	2018 the population figure increased while the number of active library members decreased, however both the number of loans per active members increased and the standard of the collection improved during the same period.
Waste Collection					
Waste diversion					
Kerbside collection waste diverted from landfill [Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100	28%	37%	52%	50%	No material variations between 2017 and 2018. The improvement from 2017 onwards is related to 2 years of compulsory green organics along with continuous waste education.
Aquatic facilities					
Utilisation					
Utilisation of aquatic facilities [Number of visits to aquatic facilities / Municipal population]	10	10	10	10	No material variations.
Animal management					
Health and safety					
Animal management prosecutions [Number of successful animal management prosecutions]	1	1	3	4	Number of prosecutions increased from 3 in 2017 to 4 in 2018.
Food safety					
Health and safety					
Critical and major non-compliance notifications [Number of critical non-compliance notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance notifications and major non-compliance notifications about food premises] x100	0%	100%	0%	100%	There were 6 critical and major non-compliance notifications which were all followed up.
Home and community care					
Participation					
Participation in HACC service [Number of people that received a HACC service / Municipal target population for HACC services] x100	15%	17%	N/A	N/A	Reporting on HACC ceased on 1 July 2016 due to the introduction of the Commonwealth Government's NDIS and CHSP programs.

SERVICE/INDICATOR/MEASURE	RESULTS 2015	RESULTS 2016	RESULTS 2017	RESULTS 2018	MATERIAL VARIATIONS
Participation					
Participation in HACC service by CALD people [Number of CALD people who receive a HACC service / Municipal target population in relation to CALD people for HACC services] x100	11%	10%	N/A	N/A	Reporting on HACC ceased on 1 July 2016 due to the introduction of the Commonwealth Government's NDIS and CHSP programs.
Maternal and child health					
Participation					
Participation in the MCH service [Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100	78%	77%	78%	79%	No material variations.
Participation					
Participation in the MCH service by Aboriginal children [Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service] x100	66%	64%	70%	77%	In 2017-18 there has been an increase in the MCH service with 33 additional Aboriginal children.

Definitions

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Financial Performance Indicators

For the year ended 30 June 2018

DIMENSION/ INDICATOR/MEASURE	RESULTS					FORECASTS			MATERIAL VARIATIONS
	2015	2016	2017	2018	2019	2020	2021	2022	
OPERATING POSITION									
Adjusted underlying result									
Adjusted underlying surplus (or deficit)									
[Adjusted underlying surplus (deficit)/ Adjusted underlying revenue] x100	-6%	-9%	14%	5%	-4%	3%	3%	3%	Historical variances largely influenced by early receipt of 50% Federal Financial Assistance Grants in various years. The 2018/19 forecast reflects the lower Federal Financial Assistance Grant allocation while 2019/20 and beyond forecasts reflect more normal operations.
LIQUIDITY									
Working capital									
Current assets compared to current liabilities									
[Current assets / Current liabilities] x100	241%	186%	249%	270%	172%	146%	114%	124%	2017/18 result impacted by early receipt of half of the 2018/19 Federal Financial Assistance Grant allocation in 2017/18 (approximately \$6.3 million).

DIMENSION/ INDICATOR/MEASURE	RESULTS					FORECASTS			MATERIAL VARIATIONS
	2015	2016	2017	2018	2019	2020	2021	2022	
Unrestricted cash									
Unrestricted cash compared to current liabilities [Unrestricted cash / Current liabilities] x100	144%	136%	133%	164%	93%	90%	90%	88%	Unrestricted cash balances include cash investments (>90 days) classified as Other Financial Assets. 2018/19 and future year forecasts incorrectly excludes cash reported in the 2018/19 budget as Discretionary Reserves. These funds do not meet the definition of Restricted Cash.
OBLIGATIONS									
Loans and borrowings									
Loans and borrowings compared to rates [Interest bearing loans and borrowings / Rate revenue] x100	23%	27%	27%	25%	22%	27%	24%	21%	No material variations.
Loans and borrowings repayments compared to rates [Interest and principal repayments on interest bearing loans and borrowings / Rate revenue] x100	3%	2%	5%	3%	3%	3%	4%	3%	No material variations.
Indebtedness									
Non-current liabilities compared to own source revenue [Non-current liabilities / Own source revenue] x100	22%	26%	27%	25%	22%	26%	23%	21%	Future year forecasts include proposed borrowings for Cosgrove Landfill projects as per the adopted Strategic Resource Plan.

DIMENSION/ INDICATOR/MEASURE	RESULTS					FORECASTS			MATERIAL VARIATIONS
	2015	2016	2017	2018	2019	2020	2021	2022	
Asset renewal									
Asset renewal compared to depreciation [Asset renewal expenses / Asset depreciation] x100	74%	82%	108%	76%	99%	63%	68%	68%	2017/18 result impacted by the rebudgeting of Cosgrove Landfill renewal works (\$3.67 million) into future financial years. Expectation that planned future years renewal expenditure will increase upon completion of review of 10 year capital works program.
STABILITY									
Rates concentration									
Rates compared to adjusted underlying revenue [Rate revenue / Adjusted underlying revenue] x100	53%	60%	56%	59%	64%	62%	63%	63%	No material variations.
Rates effort									
Rates compared to property values [Rate revenue / Capital improved value of rateable properties in the municipality] x100	0.7%	0.7%	0.8%	0.8%	0.8%	0.8%	0.8%	0.8%	No material variations.
EFFICIENCY									
Expenditure level									
Expenses per property assessment [Total expenses / Number of property assessments]	\$4,449	\$4,141	\$3,655	\$3,867	\$4,048	\$4,030	\$4,067	\$4,105	2014/15 and 2015/16 results higher due to recognition of Cosgrove 2 landfill rehabilitation provision. 2016/17 results and beyond reflect more normal operations.

DIMENSION/ INDICATOR/MEASURE	RESULTS					FORECASTS			MATERIAL VARIATIONS
	2015	2016	2017	2018	2019	2020	2021	2022	
Revenue level									
Average residential rate per residential property assessment [Residential rate revenue / Number of residential property assessments]	\$1,696	\$1,803	\$1,870	\$1,919	\$1,919	\$1,938	\$1,957	\$1,976	No material variations.
Workforce turnover									
Resignations and terminations compared to average staff [Number of permanent staff resignations and terminations / Average number of permanent staff for the financial year] x100	7%	13%	10%	11%	10%	8%	8%	8%	There has been a marginal increase in resignations and terminations in 2017/18 compared with 2016/17.

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 20 June 2017. 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: 11/9/2018

In our opinion, the accompanying performance statement of the Greater Shepparton City Council for the year ended 30 June 2018 presents fairly the results of council's performance in accordance with the *Local Government Act 1989* and the *Local Government (Planning and Reporting) Regulations 2014*.

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

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

We have been authorised by the council and by the *Local Government (Planning and Reporting) Regulations 2014* to certify this performance statement in its final form.



Cr Kim O'Keeffe

Mayor

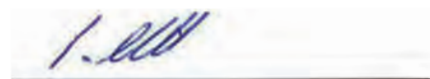
Dated: 11.09.2018



Cr Seema Abdullah

Deputy Mayor

Dated: 11.09.2018



Peter Harriott

Chief Executive Officer

Dated: 11/9/2018

Independent Auditor's Report

To the Councillors of Greater Shepparton City Council

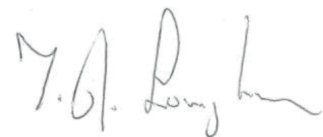
<p>Opinion</p>	<p>I have audited the accompanying performance statement of Greater Shepparton City Council (the council) which comprises the:</p> <ul style="list-style-type: none"> • description of municipality for the year ended 30 June 2018 • sustainable capacity indicators for the year ended 30 June 2018 • service performance indicators for the year ended 30 June 2018 • financial performance indicators for the year ended 30 June 2018 • other information and • the certification of the performance statement. <p>In my opinion, the performance statement of Greater Shepparton City Council in respect of the year ended 30 June 2018 presents fairly, in all material respects, in accordance with the performance reporting requirements of Part 6 of the <i>Local Government Act 1989</i>.</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 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>
<p>Councillors' responsibilities for the performance statement</p>	<p>The Councillors are responsible for the preparation and fair presentation of the performance statement in accordance with the performance reporting requirements of the <i>Local Government Act 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>
<p>Auditor's responsibilities for the audit of the performance statement</p>	<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 Engagements will always detect a material misstatement when it exists.</p>

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
12 September 2018

Tim Loughnan
as delegate for the Auditor-General of Victoria



CONTACT US

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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.