



GREATER
SHEPPARTON

Greater Shepparton City Council

Annual Report
2010/11

Traditional Owners

We, the 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.



Our logo

Greater Shepparton City Council's logo was developed following amalgamations in 1994. The colours reflect the municipality's strong growth and development through the merging of agriculture and water into our wider community.



Vision

Greater Shepparton: As the Food Bowl of Australia, a sustainable, innovative and diverse community. Greater Future

Greater Shepparton City Council provides more than 100 services to the community and a range of community facilities and other support.

Council's vision for a greater future is the cornerstone of the four-year Council Plan which was developed with input from more than 600 people in 2009.

The four-year plan guides Council's strategic direction and budget planning through to 2013 with a commitment to six key strategic objectives, 35 core focuses and 130 specific actions around to help support this vision.

Council's Annual Report provides a summary of progress against the Council Plan and associated Annual Budget.

Key Strategic Objectives

Settlement and Housing

Committed to growth within a consolidated and sustainable development framework.

Community Life

Enhance social connectedness; physical and mental health and wellbeing; education; and participatory opportunities in order to improve liveability and a greater range of community services.

Environment

Conserve and enhance significant natural environments and cultural heritage.

Economic Development

Promote economic growth, business development and diversification with a focus on strengthening the agricultural industry.

Infrastructure

Provide urban and rural infrastructure to enhance the performance of the municipality and facilitate growth.

Council organisation and management

Deliver best practice management; governance; administrative and financial systems that support the delivery of Council programs to the community of Greater Shepparton.

Contents

Section	Page
Highlights	5
About Us	18
Operational Report	35
Community Support	78
Governance Report	92
Domestic Animal Management Plan Report	112
Financial Summary	128
Financial and Standard Statements	
Performance Statement	

HIGHLIGHTS

*Mayor's Message, calendar highlights, CEO's message and
Community Satisfaction Survey results.*

Mayor's Message – Cr Geoff Dobson

It is a great honour to serve the community in my third term as Mayor at the helm of a progressive regional municipality working to support a strong vision for a sustainable, innovative and diverse community.

This vision has faced some major challenges in 2010/11 with the release of the draft Guide to the Murray Darling Basin, global economic downturns affecting our agricultural and manufacturing industries and wide-spread flooding, fortunately with minimal building damage unlike many of our neighbouring shires.

Despite this, we have made significant progress on most of the organisational goals we set at the start of 2010/11 and there have been many highlights throughout the year as we have endeavoured to represent the diversity of interests, needs and expectations throughout our urban and rural communities.

Highlights and challenges

Personally, the 150 Years of Shepparton celebration, the Localities Embracing and Accepting Diversity project, the refilling of Victoria Park Lake, the new showgrounds multi-purpose building, the Shepparton Park Bowls Club redevelopment, the success and growth of our Twilight Stroll series and the purchase of the Sam Jinks' sculpture, *Woman and Child*, have been particular highlights.

Council's commitment to improving community engagement has also been an important focus and we have welcomed two new communities through our Community Action Plan program bringing the total to seven plans being implemented, reviewed or developed. Council has also adopted a new Community Engagement Framework and sought community input on a number of major proposals including street tree management and safety as well as the development of the climate change, environmental sustainability and sport 2050 strategies.

Advocacy for improved rail services, funding for the Shepparton Goulburn Valley Highway bypass, upgraded court facilities, the need for a more sustainable funding base for local government and, of course, the draft Guide to the Murray Darling Basin Plan have been the major focus of Council's discussions with other spheres of government.

The September 2010 floods were the first major floods we have had since 1993 and it was heartening to see our community pull together to help each other out. Fortunately, we were spared the devastation that many parts of Victoria and Queensland experienced in 2011 but our emergency planning, response and recovery were certainly put to the test and stood up well. The social, economic and environmental impact of these floods and the other smaller ones that followed in our area in 2011 are difficult to measure but it has certainly had an impact on Council's budget with an estimated \$1.2 million in asset damage alone.

Solid financial planning

A strong emphasis has been placed on the long term financial position of Council and a five-year Strategic Financial Plan supported by a 10-year financial plan and an Asset Management Strategy.

This has enabled Greater Shepparton City Council to plan for the future delivering an \$91.8 million operating budget and a \$31.7 million capital works program for 2010/11, the largest ever capital works investment since council was formed in 1994.

This has been funded through a combination of rate revenue, grants and borrowings to catch up on some much-needed community asset improvements. The focus in the coming financial year will return to asset renewal and maintenance with a much smaller capital works program planned in line with the long term financial plan.

I am pleased to say we have achieved this with a focus on strengthening our key financial indicators into the future and this is tracking well, although the challenges of meeting community expectations for advocacy, services, facilities and good governance with a limited funding base remains strong across the local government sector.

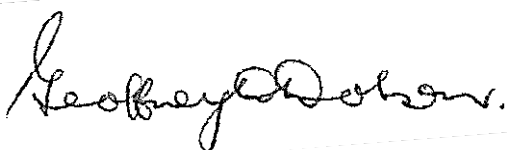
An eye to the future

I am incredibly proud of our municipality and our community as well as the significant progress that Greater Shepparton City Council has made towards the Council Plan actions, our Annual Budget commitments and our long-term financial plan to help shape a positive and progressive future for our community.

I commend this Annual Report to you as a brief report back to the community on some of the highlights and challenges of 2010/11 as well as an update on some of the many significant projects and initiatives that have taken shape throughout the financial year.

On behalf of Council I also extend thanks to those in our community who have over the past twelve months contributed so much of their time, expertise and energy into bettering our community. Your contribution has helped us to make this municipality, and our wider region, such a great place to live, work, invest and visit.

There will no doubt be major challenges as we head into 2011/12 with climate variability, economic downturns, major water reform and changing community needs and expectations, but I look to the future with a sense of hope and optimism knowing that we have a caring, adaptable and progressive community that can meet the challenges that comes our way.



Councillor Geoff Dobson (Mayor)
Greater Shepparton City Council

Calendar highlights

July

Mooroopna West Growth Corridor Plan is approved by Planning Minister.

Greater Shepparton's 150 Years celebrations kick off.

Council's 2010/11 budget is adopted.

Goulburn River Valley Tourism Strategic Plan is launched.

August

Shepparton is voted second Best Walking Town in Australia.

Community Development Framework is out for comment.

Council signs up to 10 per cent green power.

September

Australia-China Dairy Project agreement is signed.

Major floods reach the area.

Toolamba Bridge load limit is introduced.

Victoria Park Lake is filled for the first time in several years following a major reconstruction.

The Murray Darling Basin Authority releases its Guide to the Murray Darling Basin Plan.

October

Thousands celebrate Shepparton's 150 Years with a special community day and concert at Victoria Park Lake.

Record crowds of nearly 12,000 people visit KidsFest 2010 despite the festival clashing with the second AFL grand final.

November

Council agrees to purchase Sam Jinks' Woman and Child sculpture.

Shepparton Park Bowls Club redevelopment is completed and handed over to the club.

Council's inaugural staff awards for excellence and staff awards for years of service are held.

Shepparton Regional Saleyards redevelopment is complete.

December

The Greater Shepparton Disability Advisory Committee hosts a Realistic Race with team challenges throughout the CBD to provide participants with an insight into living with a disability.

Cr Geoff Dobson is re-elected for his third term as Mayor with Cr Michael Polan elected as Deputy Mayor.

January

Australia Day celebrations are held throughout Greater Shepparton including Australia Day Awards and an outdoor summer film festival.

Community input is sought on Council's RiverConnect Strategic Plan.

February

Council begins discussions with residents about the management of street trees in Corio Street.

Information sessions are held for Council's proposed Rural Land Use Strategy.

Shepparton's CBD receives a safety and amenity upgrade with new lighting in the mall.

March

Businesses, organisations and individuals across Greater Shepparton turn off their lights for Earth Hour.

Teams and individuals use pedal power to run a special moonlight cinema on the night of Earth Hour.

With the analogue television signal switched off, Council introduces a popular television recycling program that is later taken up by the State Government and offered for free across the state.

April

Preparations begin for the Kialla Lakes culverts which will minimise the impact of flood waters on Kialla Lakes residents.

New playgrounds at Mooroopna, Merrigum and Kialla West are installed.

Council seeks input on a proposed new heavy vehicle advisory route for access to Tatura Park.

May

Recipients of Greater Shepparton's 2011 Volunteer Recognition Awards are announced at a ceremony as part of National Volunteer Week.

The See Beyond Race campaign is launched featuring faces and voices of local multicultural community members as part of a social change program to combat racism.

Community input into parking in the CBD is sought and a trial of parking time limits in residential areas around the hospital is introduced.

CBD safety discussions receive a high level of community interest including special sessions with around 200 young people.

The inaugural Sustainability and Environment Strategy Sustainability Stakeholder Reference Committee meeting is held.

June

Murchison Transfer Station opens to the public.

Work on a new pergola, footpath, drainage and seating in Queens Gardens begins.

CEO Phil Pearce announces his departure for City of Newcastle.

CEO's Message

In June, Greater Shepparton City Council's Chief Executive Officer (CEO), Phil Pearce announced he was taking up a new position as General Manager with the City of Newcastle in New South Wales.

Greater Shepparton City Council's Community Development Manager, Julie Salomon was appointed Acting CEO while recruitment is underway for a new CEO. She began on 15 July 2011.

Thanks to outgoing CEO

I would like to take this opportunity to thank Phil Pearce for his contribution to the organisation and the community during his time as CEO with Greater Shepparton City Council.

Phil began with Greater Shepparton in 2009. He leaves behind a very professional organisation that has undergone major change over the past two years and is emerging as a sustainable organisation which is well-positioned to meet the challenges of a growing community for years to come.

In particular, his contribution to strengthening Council's financial planning, governance, community development and active support for cultural diversity has left a lasting legacy for the organisation with a values-driven focus on business excellence and customer service.

His overseeing of the Victoria Park Lake redevelopment, the elevation of discussions with the State Government on important issues such as the need for improved rail passenger services and the ongoing dialogue at a State and Federal level around water and regional development has ensured we are well positioned for the future.

Much has been achieved in a relatively short period of time under Phil's leadership and on behalf of the organisation, I wish him all the very best in his new role with the City of Newcastle.

Highlights and challenges

Reflecting back on 2010/11, there have been many highlights and challenges for the organisation as we have continued to expand on our values-driven approach to business excellence and our customer first commitment to the community.

Flood response

Our staff response to the September floods was particularly commendable and clearly shows the benefits to our community that having such a focus on our values, customer first ethos and commitment to keeping our community informed and involved has had.

We were able to provide support through four relief centres, hourly media updates, a 24-hour call centre, access to sand bags and road closures as well as operational support to the SES for community meetings and emergency response.

More than \$1.2 million damage was caused to assets and infrastructure which, combined with the follow up from major storms in March 2010 has had a substantial impact on the delivery of Council's capital works program for 2010/11.

With state government and insurance funding pending, it is anticipated that improvements to a number of damaged assets will occur in 2011/12 as well as some general flood response improvements such as barrier gates

Community first

This commitment to improving the way we connect with our community is also apparent in our 2011 results for the annual Community Satisfaction Survey.

I am particularly pleased to see that our results have improved across a number of key areas after a significant drop in 2010. In particular, our customer contact has been a really strong focus for the organisation and it is encouraging to see such a marked improvement from 68 to 73.

The results show long term trends generally moving in the right direction and comparing well to similar councils.

During the year we introduced a number of new positions and changed our organisational structure to create a stronger focus on communication, community engagement and community strengthening.

Our Human Resources area was also adjusted to strengthen our organisational capacity to continue to build on our values and business excellence framework to attract and retain good staff and support good service, advocacy and governance outcomes for our community.

This included the roll-out of our high performance leadership program, our business excellence program and a response to the organisational climate survey that was conducted in 2009/10. Council also hosted its inaugural staff awards for excellence and years of service which are an important addition to our organisational performance program.

Environmental outcomes

Council's internal sustainability working group continues to meet to help the organisation identify and implement a range of environmentally sustainable initiatives.

Highlights for 2010/11 include the switch to purchasing 10 per cent of green power for all council buildings reducing greenhouse gas emissions by 1183 tonnes a year. Council also made major inroads to becoming a paperless office with a targeted 80 per cent reduction in paper use well on track.

Financial performance

The global financial crisis, dialogue around climate change and the Murray Darling Basin Plan in particular have had wide-reaching impacts throughout our regional economy, creating an air of uncertainty amongst our community after 10 years of the worst drought in living memory.

Staff across the organisation have worked together with our Councillors as well as industry, business and community representatives to help navigate our way through this landscape with a positive outlook and a focus on responsible governance and good outcomes that will stand the organisation and the region well in the years to come.

This has led to some difficult decisions as we have set our 2011/12 budget and Council will review its rating strategy in the new financial year to examine the fairest distribution of the rate burden across our various rating category. Council will also vigorously pursue external funding opportunities and focus on efficient service delivery to minimise the rate impact as much as possible whilst meeting community expectations and the objectives of the long-term strategic financial plan.

Our 2010/11 financial performance is well within state benchmarks with a \$31.7 million capital works program delivered and a \$91.8 million operating budget. These are well within our performance targets and ensure our long-term financial modelling is continuing although we have some challenges ahead as we look for the right asset, service and funding stream mix.

Key target	Outcome
Key Strategic Activities	Council has achieved significant progress on each of the 24 key strategic activities set for 2010/11.
Operating budget	Council delivered a \$91.8 million operating budget, well within the performance targets set as part of Council's long term strategic financial plan.
Capital works	<p>Council delivered a \$31.7 million capital works program, or 81 per cent of the \$39 million originally earmarked at the start of 2010/11.</p> <p>The target was reduced primarily to allow for Council's flood response and due to delays on the tender for the Shepparton Art Gallery.</p> <p>This is the biggest ever capital works program delivered in the history of Greater Shepparton City Council.</p>
Indebtedness	Council borrowed \$9 million to help fund capital works. This places Council at 18.7 per cent indebtedness as a proportion of revenue, well below the 40 per cent target set by the State Government.
Asset renewal gap	<p>Council's asset renewal gap is at 80.4 per cent. This was downgraded at mid-year budget review due to the impact of the floods and also the ongoing impact of major storms from March 2010.</p> <p>Long term financial modelling is targeting 90 per cent in coming years with an increasing focus on maintenance and renewals and a smaller focus on providing new facilities.</p>

Community Satisfaction Survey

Community satisfaction across key indicators and performance areas for Greater Shepparton City Council is largely unchanged compared to 2010 according to an annual state-wide survey.

The telephone survey measures perceptions of community satisfaction across four key indicators and nine key performance areas with 350 residents interviewed.

Satisfaction with customer contact increased from 68 to 73 following a large drop in 2010. This now places Greater Shepparton on a par with other regional city councils, a significant improvement from last year when it was amongst the lowest.

Satisfaction with the appearance of public areas and enforcement of local laws has also increased slightly from 67 to 69 (public areas) and 60 to 63 (enforcement of local laws respectively).

Compared to other regional cities, Greater Shepparton is amongst the higher performing councils for satisfaction with:

- community engagement;
- recreational facilities;
- waste management; and
- traffic management and parking.

Greater Shepparton has also lifted from a lower ranking to a similar standard compared to other regional city councils for:

- customer contact;
- local roads and footpaths;
- appearance of public areas; and
- enforcement of local laws.

On the down side, satisfaction with overall performance declined from 66 to 62. This brings the ranking back down to 2009 levels although Greater Shepparton is similar to other regional cities for this category as well as advocacy.

Health and human services has dipped from a rating of 73 to 71 and is the only service area to rank lower compared to other regional cities in 2011 despite 86 per cent of respondents rating the service as excellent, good or adequate.

The survey will be analysed to see if there are any other longer term trends or particular areas of concern emerging that require special attention.

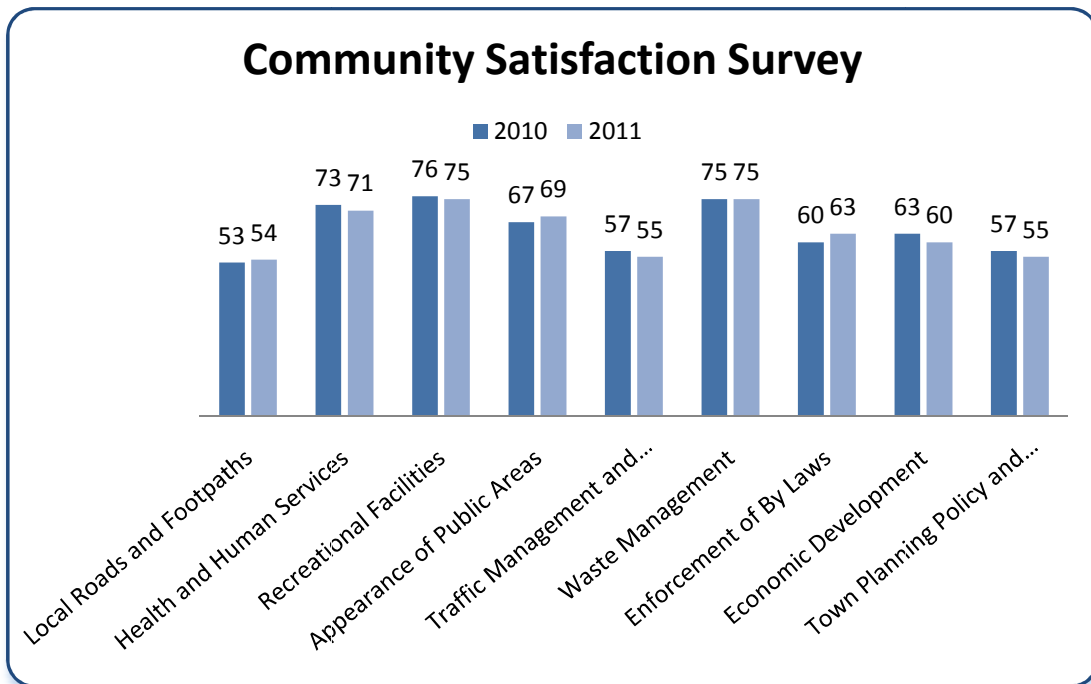
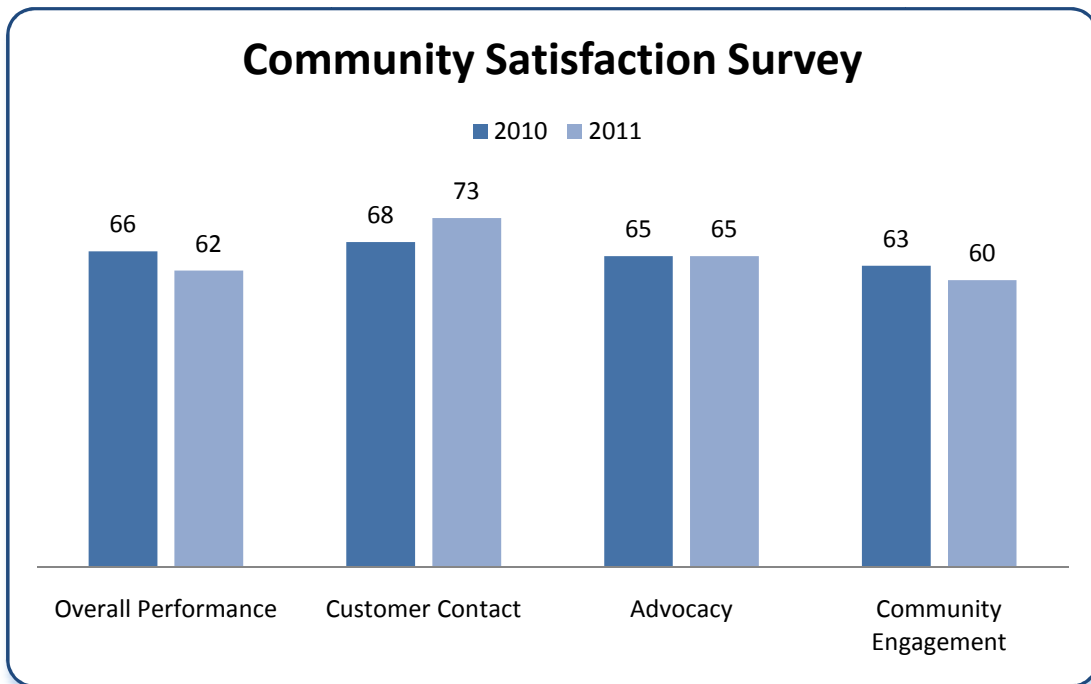
A Summary Report for 2011 with results from across the state is available from the State Government at www.localgovernment.vic.gov.au.

Community Satisfaction Survey Results 2011

	2010	2011
Overall Performance	66	62
Customer Contact	68	73
Advocacy	65	65
Community Engagement	63	60

Community Satisfaction Survey Results 2011

Service Area	2010	2011
Local Roads and Footpaths	53	54
Health and Human Services	73	71
Recreational Facilities	76	75
Appearance of Public Areas	67	69
Traffic Management and Parking Facilities	57	55
Waste Management	75	75
Enforcement of By Laws	60	63
Economic Development	63	60
Town Planning Policy and Approvals	57	55



ABOUT US

A profile of our region, our Councillors, our organisation and our Executive Leadership Team.

Our Region

Our Location

- Approximately 62,000 people over 2421 square kilometres.
- Fourth largest regional centre in Victoria.
- One of the fastest growing regions in Victoria.
- Centrally located along the Goulburn and Broken Rivers.
- Easy access to the Goulburn Valley and Midland highways providing great transport connections and lifestyle opportunities.
- Two hours' drive from Melbourne and excellent road connections to Adelaide, Canberra, Sydney and Brisbane.
- Greater Shepparton's population is almost evenly split between the main urban centres of Shepparton and Mooroopna (53 per cent) and the surrounding rural areas, including the smaller townships of Congupna, Dookie, Katandra, Kialla West, Merrigum, Murchison, Tallygaroopna, Tatura, Toolamba, Undera and surrounding rural areas (47 per cent).
- This split reflects the range of lifestyle choices available across the municipality, from small urban blocks close to high-quality amenities, through to lifestyle properties as well as large working orchards and farms.

Our Diversity

- An estimated 3.5 per cent of residents have an Indigenous heritage and the region boasts a strong history of Indigenous advocacy and leadership locally, nationally and internationally.
- More than 10 per cent of people were born overseas and the region is home to more than 50 cultural groups.
- The largest numbers are from Italy, Turkey, Greece, Albania, Netherlands, United Kingdom, Germany, India, New Zealand, Philippines, the Pacific and Iraq.
- Greater Shepparton has supported Australia's intake of humanitarian entrants and refugees from Africa, the Middle East and Afghanistan and is now the leading Victorian site for new arrivals community settlement outside of metropolitan Melbourne.
- Approximately 4.3 per cent of people in the municipality have identified as requiring assistance with self care, body movements or communication.

Our Economy

- Estimated gross economic output of \$6.9 billion per annum.
- The region's export-focused agricultural industries generate about 25 per cent of the total value of Victoria's agricultural production.
- Irrigated agricultural industry generates produce worth approximately \$480 million gross value per annum and our rural food processing industries produce an annual gross value of approximately \$3.3 billion.
- The \$2 billion Northern Victoria Irrigation Renewal Project (NVIRP) is the biggest investment of its kind in Australia, with automated technology and repairs to outdated channels dramatically improving water delivery and efficiency. The modernisation of the region's irrigation network will bring it to a world-class standard.
- Major employers include SPC Ardmona, Campbell's Soups, Tatura Milk Industries, Unilever, Snow Brand, Greater Shepparton City Council, Department of Primary Industries, Goulburn Valley Health, Goulburn-Murray Water, GOTAFE, La Trobe University and the University of Melbourne.
- Greater Shepparton is known as regional Victoria's largest truck sales and service centre and is recognised as a major transport hub of regional Australia.
- Greater Shepparton industries are exporting their products, technology and expertise to markets all over the world.
- As a regional hub, Greater Shepparton businesses and organisations provide a range of goods and services to a catchment of approximately 160,000 people.

Our Education

- Greater Shepparton's top-class education facilities offer a high standard of learning from primary through to tertiary level.
- The Shepparton region boasts 26 primary schools and six secondary colleges, with students able to choose from government, Catholic or private education.
- Council's plan to develop Shepparton as a "university city" is well on its way with The University of Melbourne's Shepparton and Dookie campuses and La Trobe University's Shepparton campus offering a range of courses and degrees. The Goulburn Ovens Institute of TAFE (GOTAFE) caters to many educational and training needs at its two Shepparton campuses.

Our Arts and Events

- The region has a vibrant arts and cultural scene and is home to the popular SheppARTon Festival, the famous Moooving Art public art display and the Shepparton Art Gallery, which houses one of Australia's leading ceramics collections and hosts a major Australian Indigenous art award each year.
- The area is also home to Kaiela Gallery, featuring the area's leading and emerging Indigenous artists.
- Greater Shepparton's ability to host major events is recognised nationally and overseas, with International Dairy Week, the Australasian Schools Cycling Cup, the Australian National Piano Award and the hugely popular Spring Car Nationals just some of the regular features on the municipality's busy events calendar.

Our Leaders

The following is a small profile of Councillors elected to Greater Shepparton City Council in 2008. The next elections will be held in October 2012.

The Mayor and Councillors are represented on various community organisations and government agency groups, as well as special purpose groups appointed by Council. This information is also included in each summary.

Cr Geoff Dobson (Mayor)

Phone: 0458 349 995

Email: geoff.dobson@shepparton.vic.gov.au

First elected 2008

Councillor Geoff Dobson has lived in Shepparton for most of his life; his family is third generation Shepparton residents.

Cr Dobson has been involved in the real estate industry for 35 years and in that time Geoff owned two real estate offices and worked in commercial and residential real estate sales.

He has been a Director of the Real Estate Institute of Victoria (REIV) for nine years and previously held the role of REIV President.

Cr Dobson is on the board of the Estate Agents Council, which is a government body working on real estate governance and overseeing the distribution of funds from the Victorian Property Fund.

He has been married to Prue for 35 years, has three adult sons and two grandchildren.

Committees

- Alliance of Councils for Rail Freight Development
- Food Bowl Inland Rail Alliance
- Goulburn Valley Regional Waste Management Group
- Greater Shepparton City Council Audit and Risk Management Committee
- Kaiela Planning Council – Council of Australian Governments Partnership
- Melbourne to Brisbane Inland Rail Alliance
- Melbourne University Rural Clinical School Advisory Board and Department of Rural Health Management Advisory Committee
- Municipal Emergency Management Planning Committee (MEMP)
- Neighbourhood Renewal Parkside Estate Steering Committee
- RiverConnect Steering Committee
- Rumbalara Aboriginal Cooperative Working Party

Cr Michael Polan (Deputy Mayor)

Phone: 0458 349 804

Email: michael.polan@shepparton.vic.gov.au

First elected 2008

Cr Polan grew up in the outskirts of Melbourne, before moving to Shepparton in 1989 to complete a Wool Classing course at TAFE.

He has since remained in the area and now lives with his wife Mandy and their six children in Shepparton.

Cr Polan's life-long connection to this area started with his grandfather Joseph Polan, who grew up in the Dookie area.

After watching the district grow rapidly over many years he nominated as a Councillor to help positively contribute to future growth and restore pride in council and our towns.

This is Cr Michael Polan's first term as a Councillor.

He places importance in Council's need to maintain infrastructure and build for the future and to guide social responsibility to those less fortunate in the community: the homeless, elderly, people with disabilities, traditional owners and our new arrivals.

He is now a Wool Buyer and Classer at AAA Woolbuyers and previously held positions at Ferguson Wool Co, Aristoc Nomm and SPC.

Cr Polan serves on the GV RoadSafe Board, is a Councillor representative on the Victorian Local Government Association (VLGA) and is involved in a working party for a Sir Murray Bouchier memorial.

Committees

- Goulburn Murray Local Learning and Employment Network
- L2P Steering Committee
- Shepparton Art Gallery Committee (Chair)
- Shepparton Regional Saleyards Advisory Committee
- Sustainability and Environment Stakeholder Reference Committee
- Tatura Park Advisory Board
- Veterans' Board of Trustees
- Victorian Local Governance Association

Cr Cherie Crawford

Phone: 0458 349 959

Email: cherie.crawford@shepparton.vic.gov.au

First elected 2008

Councillor Cherie Crawford lives in Mooroopna and has been involved in business and community life for many years previous to her election to local government.

She served as a Councillor and Shire President of the former Shire of Rodney, then as a commissioner for the Moira Shire Council.

During this time, she served as the President of the Victorian Local Government Women's Association and as a member on the national board.

Cr Crawford has also been President of the Mooroopna Football Club, President McLennan Kiwanis Club and Secretary and Treasurer of the Goulburn Valley Racehorse Trainers Association.

Her background is in hairdressing, and she has a 25 year love of farming, breeding and racing thoroughbred horses.

Cr Crawford holds a Bachelor of Arts (Community Development) and an Associate Diploma of Social Sciences.

Committees

- Arts Coordinating Group
- Australian Local Government Women's Association
- Goulburn Valley River Tourism Board
- Greater Shepparton Audit and Risk Management Committee
- Greater Shepparton Community Safety Committee
- Greater Shepparton Public Health Plan Advisory Committee
- Heritage Study Steering Committee
- Municipal Association of Victoria (substitute)
- Older Persons Advisory Committee
- Regional Aboriginal Justice Advisory Committee
- Rumbalara Aboriginal Cooperative Working Party
- Shepparton Show Me Committee

Cr Chris Hazelman

Telephone: 0427 360 043

Email: chris.hazelman@shepparton.vic.gov.au

First elected 1997

Councillor Chris Hazelman has lived in Shepparton with his family for most of his life.

Cr Hazelman obtained a Master of Business Administration and is 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, he established an enterprise to provide consultancy services.

Cr Hazelman is actively involved with many community and sporting organisations. In 2004 he became the manager of the Ethnic Council of Shepparton and in 2005 was appointed by the Minister for Racing as the Administrator of the Shepparton Harness Racing Club.

This is Cr Hazelman's fifth term as a Councillor of Greater Shepparton and he has served five terms as Mayor. He has also served as a Councillor of the Shire of Shepparton for four terms, including two terms as Shire President.

Committees

- Deakin Reserve Advisory Committee
- Greater Shepparton Aerodrome Advisory Committee
- Greater Shepparton Audit Committee
- Rumbalara Aboriginal Cooperative Working Party
- Sustainability and Environment Stakeholder Reference Committee (Chair)
- Veterans' Board of Trustees

Cr Jenny Houlihan

Telephone: 0418 598 033

Email: jenny.houlihan@shepparton.vic.gov.au

First elected 2005

Cr Jenny Houlihan has lived in Shepparton for 40 years with her husband Leo and has two children and five grandchildren, who all live locally.

During the past 20 years Cr Houlihan has owned and operated a gift and decor store which is situated in the Shepparton CBD. Prior to that she was a teacher in local primary and post-primary schools.

Cr Houlihan is serving her second term as a Councillor and during that time was Mayor for two years.

As a Councillor she believes that a balance must be achieved between the economic, social and environmental aspects of development and that effective community engagement is vital to this process.

Committees

- Best Start Municipal Early Years Partnership Committee
- Disability Advisory Committee
- Goulburn Valley Education Regeneration Project Broad
- Goulburn Valley Regional Library Corporation Board
- Heritage Study Steering Committee
- Kialla Landfill Site Advisory Committee
- Municipal Association of Victoria
- Shepparton Secondary Education Advisory Board
- Women in Local Government Charter Champion

Cr Kevin Ryan

Telephone: 0427 362 403

Email: kevin.ryan@shepparton.vic.gov.au

First elected 2000

Councillor Kevin 'Gunna' Ryan and his family live in Harston, near Tatura, where the Ryan family are original settlers. Cr Ryan and his wife Lorraine have three adult children and five grand children, who all live locally.

This is Cr Ryan's fifth term as a Councillor of Greater Shepparton. He was first elected in 1972 where he served 21 years as Councillor with the Shire of Rodney until amalgamation in 1994, including two terms as Shire President.

Cr Ryan's family have a dairy farm and a caravan hire business in Tatura.

He is also the Chairman of community radio station One FM 98.5 in Shepparton where he is a life member, as he is at the Tatura Football Club.

Cr Ryan's passion has been the growth of the Tatura Park.

Committees

- Alliance of Councils for Rail Freight Development
- Food Bowl Inland Rail Alliance
- Melbourne to Brisbane Inland Rail Alliance
- Municipal Association of Victoria Water Task Force
- Shepparton Regional Saleyards Advisory Committee
- Tatura Park Advisory Board

Cr Milvan Muto

Telephone: 0458 349 449

Email: mmuto@shepparton.vic.gov.au

First elected 2008

Councillor Milvan Muto was born in France and migrated with his family to the Shepparton area when he was a baby. He has lived in Tatura, Toolamba and now resides in Shepparton.

Cr Muto was involved in the motor industry for 10 years and has been involved in hospitality for 20 years, including Calzonys restaurant and the Shepparton Hotel.

He played senior Australian Rules football and soccer for many years and is still a passionate supporter of all forms of local football.

Cr Muto attended St Georges Road Primary School and Shepparton High School, before studying at TAFE.

Cr Muto became involved in Council because he wanted to make a difference and improve people's living standards.

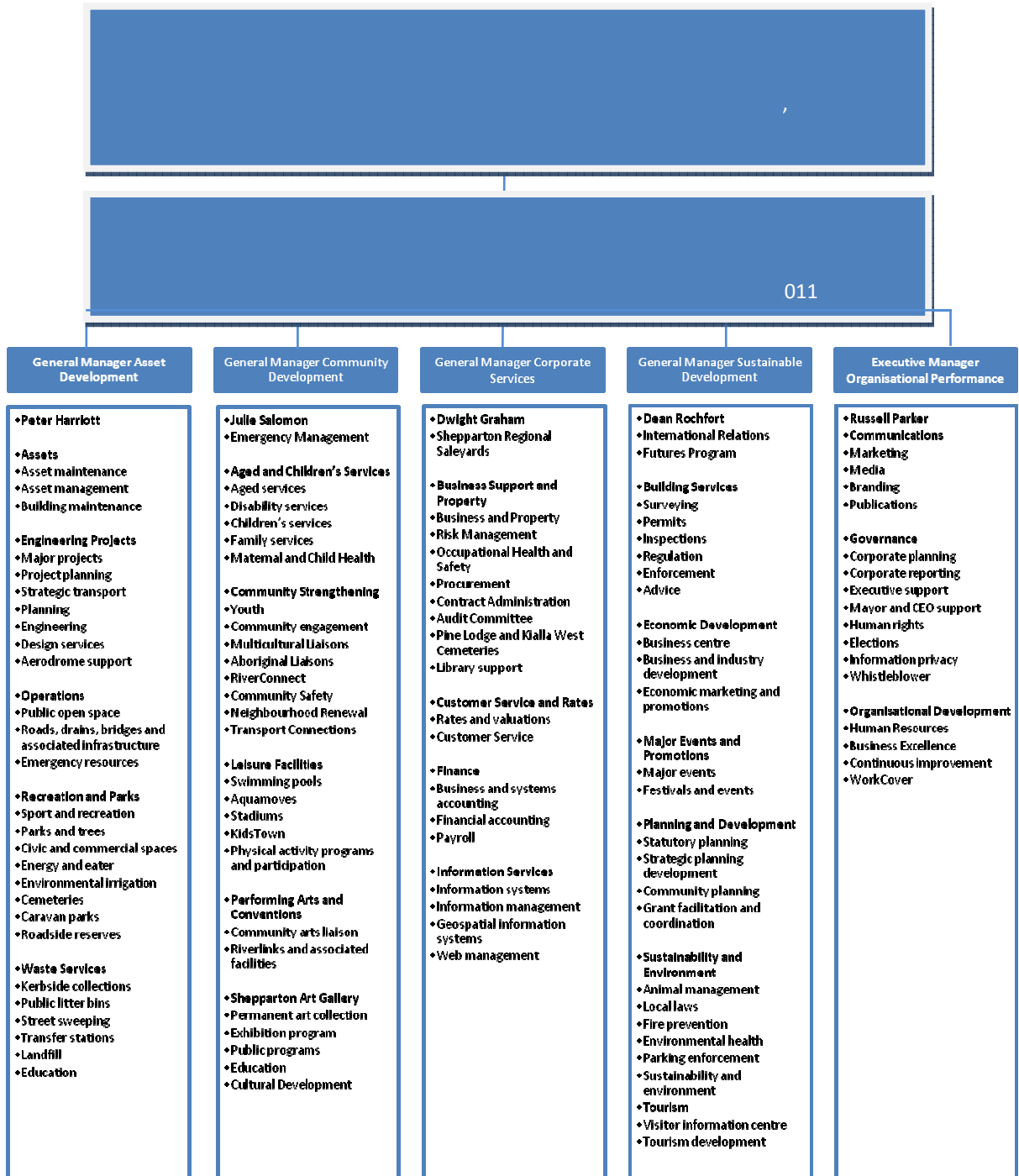
Committees

- Deakin Reserve Advisory Committee
- Shepparton Liquor Licensing Accord
- Shepparton Show Me Committee

Our Organisation

Organisational Chart

As at 30 June 2011.



Our Executive Leadership Team

Chief Executive Officer

Phil Pearce

(note: Julie Salomon was appointed Acting Chief Executive Officer from 13 July 2011 following Phil Pearce's resignation to take up a role as the General Manager for City of Newcastle in New South Wales)

Phil Pearce has more than 13 years of senior management experience in local government.

Before beginning his role as Chief Executive Officer (CEO) of Greater Shepparton City Council in June 2009, he was CEO at the Rural City of Mildura for six years. Prior to working in Mildura, he was CEO at the Shire of Campaspe and was also employed at the Shire of Ararat for three years.

Mr Pearce was born and raised in the western suburbs of Sydney where after leaving school he completed a carpentry and joinery apprenticeship, before joining the army as a 22-year-old.

He spent more than 20 years in the Australian Army with service throughout Australia and overseas.

His qualifications include a Master of Business Administration and a Master of Public Policy and Management. He is also a graduate of the Army Command and Staff College.

General Manager Community Development

Julie Salomon

(Note: Julie Salomon was appointed Acting CEO from 13 July 2011 and Simon Rose was appointed Acting General Manager Community Development)

Julie Salomon began her role as the General Manager Community Development in May 2010.

Ms Solomon has had extensive experience in public sector human service provision, leadership, management, contemporary service planning and strategic policy development within local and state government environments.

Prior to Greater Shepparton City Council, she was the Manager Family and Children's Services at the City of Yarra for two and a half years and before that held positions with Banyule City Council and the Department of Human Services in the Family and Children's Services area.

Ms Solomon has a strong commitment to social justice and energising communities to become involved and participate in planning for local areas and services to move towards a more sustainable future for everyone. Ms Solomon is married and has a young daughter who attends school in Shepparton.

Her qualifications include Diploma of Teaching (Early Childhood), Graduate Diploma in Special Education, Graduate Certificate of Applied Business and Graduate Certificate in Ontological Coaching.

General Manager Corporate Services

Dwight Graham

Dwight Graham started his employment at Greater Shepparton City Council in September 2008 after relocating from his homeland, New Zealand.

His previous roles include Chief Financial Officer at Speirs Group, a food and financing company, and the Finance Manager at Palmerston North City Council, both in New Zealand.

Prior to these roles Mr Graham was in the New Zealand Air Force for 21 years as an Avionics Engineer.

Mr Graham lives in south Shepparton with his wife and daughter, while another daughter attends University in New Zealand. He is coach of the ~~Mooreepona~~ [Mooreepona Congupna](#) Netball Club's A Grade team and keeps fit with early morning running and cycling.

Mr Graham is a Chartered Accountant who's qualifications include a Certificate in Engineering (Electronics & Computer Technology), a Bachelor of Business Studies (Accountancy) and is currently studying towards a Masters in Business Administration.

General Manager Asset Development

Peter Harriott

Peter Harriott has more than 20 years experience in local government, starting as a graduate engineer in his home town of Warrnambool in 1985.

Mr Harriott secured promotions in his field of engineering at a number of rural councils prior to his appointment in 2000 at the Greater Shepparton City Council where he started as the Director of Development and Infrastructure.

He is a keen cyclist, tri-athlete, pianist, painter and a passionate supporter of Shepparton Football Netball Club.

Mr Harriott has a daughter studying at Adelaide University and a son studying at Latrobe University in Bendigo. Peter's wife Cathy is involved in Welfare Coordination in Primary Education.

His qualifications include a Bachelor of Engineering (Civil), Municipal Engineer's Certificate, Water Engineer's Certificate, Graduate Certificate in Water Engineering, Municipal Building Surveyor and a Master of Business Administration

General Manager Sustainable Development

Dean Rochfort

Dean Rochfort holds a Bachelor of Business (Economics & Finance) from the Royal Melbourne Institute of Technology and an Executive Masters in Business Administration through the Melbourne Business School.

Before beginning at Greater Shepparton City Council as the General Manager Sustainable Development in November 2004, Mr Rochfort spent a year as the Organisational Development Manager at Mitchell Shire and prior to that, two years as the Tourism and Economic Development Manager for Mitchell Shire Council.

His local government roles build on his private sector experience in the logistics and information technology industries.

Mr Rochfort is a Director for the United Way Goulburn Valley Community Fund - an independent, non-government public fund organisation that raises funds to support local community programs. He lives locally with his wife and young daughter and son.

Executive Manager Organisational Performance

Russell Parker

Russell Parker began his employment with Greater Shepparton City Council in 2004 in the Risk Management Branch, before becoming the Manager Governance and then the Executive Manager Organisational Performance.

Mr Parker grew up and went to school in Shepparton, prior to joining the Australian Army in 1980. In a career spanning 23 years, he served in various locations across Australia and in East Timor. In 2002 Mr Parker returned to Shepparton and worked in real estate for two years, before joining Greater Shepparton City Council.

He holds a Bachelor Professional Studies from the University of New England and a Masters of Defence Studies from the University of Canberra.

Mr Parker lives in Mooroopna with his wife and two children. He is a keen supporter and member of the Mooroopna Football and Netball Club and serves on the Board of disability service provider ConnectGV.

OPERATIONAL REPORT

*A summary of some of the major initiatives, projects, events,
strategies, milestones and service highlights during 2010/11.*

Advocacy and Partnerships

Murray Darling Basin Plan

The Murray Darling Basin Authority released a Guide to the Murray Darling Basin Plan in late 2010.

Greater Shepparton City Council joined with the Murray River Group of Councils (Campaspe, Gannawarra, Loddon, Mildura, Moira and Swan Hill) to coordinate a response to the Authority and to the Federal Government.

While Council supports the intent of the plan to return water to the environment, there was considerable concern that this would be at the expense of local communities and that the plan had not adequately considered the socio-economic impact on local families and communities.

Council presented a submission to the Murray Darling Basin Authority and Federal Parliament highlighting this concern and also encouraging the Authority to consider water savings from irrigation modernisation in more detail.

Greater Shepparton City Council was also one of the leading Councils in a delegation to Canberra where 40 Councils involved in signing a Declaration of Concern and presenting it to the Federal Government and the Opposition.

The Authority underwent significant changes in 2010/11 following the Federal election with a new Chair appointed and a stronger commitment to better understanding the socio-economic impacts before releasing the draft plan.

Shepparton Bypass

The Shepparton Bypass Action Group met for the first in 2010/11 to develop an action plan to extend the duplication of the current freeway at Arcadia through to Tallygaroopna solving many safety, logistical and amenity concerns.

The group consists of a range of community and industry representatives as well Council and VicRoads.

Shepparton Bypass Action Group Chairperson, Peter Johnson and Greater Shepparton Mayor, Cr Geoff Dobson and local Members of Parliament met with Victorian Roads Minister Terry Mulder in March.

They are calling for \$5 million in seed funding to enable a 'state of readiness' in preparation for the next round of Federal Government construction funding allocations in 2014/15.

Rail services

Council has also been advocating for improvements to railway services linking Shepparton and Melbourne with calls for a fast train service, improved timetabling and more services to bring Shepparton in line with our regional cities such as Bendigo, Ballarat and Traralgon.

With only three rail services to Melbourne per day, compared with Ballarat (24), Bendigo (18) and Traralgon (18), Shepparton is at a disadvantage regarding the number of services per day and also impractical timetabling, with the first train arriving in Melbourne at 9:28am. This compares to Bendigo, Ballarat and Traralgon who each have four trains arriving in Melbourne before 9am.

Council has raised this at various formal and informal Ministerial meetings and with local Members of Parliament and has offered support to local action group, Shepparton RAILS.

Court facility

The current Shepparton Magistrates' and County Court houses are outdated, inadequate and unsafe. The complex is too small to cope with demand, is infested with white ants and has ineffective air conditioning.

Council has been advocating for an upgrade with the State Government for several years and received a commitment from the Victorian Attorney General for a \$200,000 scoping study due to occur in 2011/12.

The Attorney General indicated that he hoped that the study would be completed in time to allow for an application for funding for a multi-purpose law facility to be built on the existing law court site commencing in 2012-13.

Community Legal Centre

The Goulburn Valley is the only part of Victoria that does not have a permanent Community Legal Centre service. A trial centre was established in 2010 with great success but was due to close its doors on 30 June 2011 with no further funding available to continue the service. Greater Shepparton City Council joined many community members to advocate for Victoria Legal Aid and State Government funding to be secured. The centre received a further 12 months funding at the end of June and advocacy is continuing to secure a more permanent presence.

Occasional care funding

Occasional care in Katandra West, Shepparton, Tatura, Tallygaroopna and Toolamba is facing the axe following the withdrawal of Federal funding in 2010 and the end of State funding in 2011.

The service is used by about 150 children including Katandra West, Tallygaroopna and Toolamba where there is no alternative casual care available.

Greater Shepparton City Council is funding the extension of the program to 30 June 2011 and looking into options beyond for rural communities that rely on the service and have no local alternative care options.

LaTrobe University opening

Greater Shepparton City Council's contribution of \$350,000 towards a new \$9 million LaTrobe University campus building which provides state of the art learning spaces and facilities and strengthens the municipalities growing reputation for quality education and a great lifestyle location that can bring much economic benefit to the region as well as providing important educational opportunities for local people.

Chinese connections

Greater Shepparton City Council and Lijiang City in China signed an official Friendship City Agreement in August at the Chinese Gardens at Monash Park in Shepparton.

Greater Shepparton City Council Mayor and CEO also visited China in August to witness the signing of a new Memorandum of Understanding as part of the Australia-China Dairy project.

The Memorandum of Understanding signing between Chinese company Tianyi Group, and local Australian company Sustainable Soils and Farms was held at the International Investment and Trade Fair in Zhengzhou, China.

The Australia-China Dairy project was one of a number of joint ventures, totalling \$20 billion in investment that were signed at the trade fair.

A delegation from the project also visited Shepparton with former Melbourne Lord Mayor and well known Chinese identity John So.

The project is expected to lead to a \$75 million dairy investment in northern Victoria, with 10 organic dairy hubs across the region.

Japanese exchange

Shepparton Art Gallery's Director, Kirsten Paisley, was selected from 12 applicants to take part in the Toyoake staff exchange.

Greater Shepparton and Toyoake City are Sister Cities, a relationship that has been in place for 30 years.

Kirsten visited the Aichi Prefecture in Japan to see an exhibition opportunity to bring a Japanese art project/exhibition to Greater Shepparton. She also looked at how a wide range of dedicated ceramic museums manage and display their collections to assist with the finalisation of the Shepparton Art Gallery redevelopment.

The staff exchange is part of a long standing relationship between Greater Shepparton and Toyoake which also includes sister schools with many student and other visits from Japan to Shepparton during the year.

Special events

As well as supporting community events (see Community Support section), Greater Shepparton City Council also hosts a number of key events each year including the following highlights for 2010/11.

Shepparton celebrates 150 Years

Shepparton was proclaimed a town by the Governor on 24 September 1860 and officially gazetted on 28 September 1860. Greater Shepparton City Council and the Shepparton Heritage Centre will mark the occasion under the banner of 'Shepparton Celebrates 150 Years' with eight weeks of community events from August to October.

Council hosted a Mayoral Ball, the Shepparton Heritage Centre's *Water the Vital Element* book launch, a community day at the newly filled Victoria Park Lake and included the 150 Years theme in Safety Month, Seniors Month and Tourism Month activities.

Community groups also joined the celebrations with a special logo, calendar and promotion of designated '150 Years' events by Council.

Mayoral ball

Local school children, multicultural performers, the Shepparton Theatre Arts Group (STAG) and some of the cast from Indigenous opera, *Pecan Summer* were among the many outstanding entertainers at the Mayoral Ball.

The Mayoral Ball celebrated Shepparton's 150th birthday by showcasing Greater Shepparton's finest Indigenous, local and multicultural talent including Wanganui Park Secondary College String Quartette, St George's Road Primary School students, multicultural dancers from the Congolese, Filipino and Italian communities, the Angel Voice Choir and STAG actors.

The ball also saw a sneak preview of the world premier of Australia's first indigenous opera, *Pecan Summer*. Presented by the Short Black Opera Company and written and composed by local Yorta Yorta woman Deborah Cheetham, *Pecan Summer* is based on the Cummeragunja Mission walk-off in 1939 which changed the course of history.

Shepparton Heritage Centre book launch

A special coffee table book, *Water: the Vital Element, 150 Years of Shepparton's Growth* was launched in September. Commissioned by Shepparton Heritage Centre and put together by author Martin Summons, the book showcases the development of Shepparton from the first crossing point of the Goulburn River at Macguire's Punt and details each of the 15 decades up to 2010.

Community Celebration at Victoria Park Lake

More than 3000 people braved the weather and took part in community celebrations at the Victoria Park Lake foreshore which was open to the public for the first time in several years following a \$6.7 million re-development staged over several years.

The Visitor Information Centre open day, charity duck race, car display and jumping castles, food vans and fireworks were popular highlights along with the community dancers, an Indigenous welcome, 150 Years Birthday Cake and musical performers.

Local musicians Rachelle Scandolera and Bianca Fenn and the September Knights warmed up the crowds for Ella and Jesse Hooper, Wendy Stapleton and Daryl Braithwaite before the evening ended with a fireworks display.

Many people also signed a special commemorative book which will be added to a 150 Years time capsule commissioned by local newspaper, The Adviser, and built by Furphy's Foundry. The time capsule will be opened in 25 years.

Summer Film Festival

The inaugural Summer Film Festival was held with three events showcasing free family friendly movies on a giant inflatable outdoor screen at Victoria Park Lake in Shepparton.

Nanny McPhee, Strictly Ballroom and The Lion King featured over three sessions between December and March including a special Australian-made treat as part of the Australia Day long weekend.

Twilight Strolls

A Small Town Summer Stroll Series was introduced in 2011 building on the success of the annual On the Moove Twilight Stroll in Shepparton and Mooropna which attracted record participation of 1400 people in October 2010.

The summer stroll visited Katandra West, Merrigum, Tatura and Undera to help encourage healthy and active lifestyles and connected communities.

KidsTown celebrations

KidsFest

With great support from an army of volunteers, the fifth annual KidsFest attracted nearly 12,000 people over two days with more than half coming from outside the Greater Shepparton area. The total attendance was up a little on the previous year despite the festival clashing with the unexpected second AFL grand final following a draw in the original final game.

KidsFest is held during the September/October school holidays to encourage people to visit the region, enhance KidsTown's reputation as regional Victoria's best adventure playground, promote cultural diversity and to provide an affordable family day out.

Highlights of the festival include the Miniature Railway Expo, an interactive children's village promoting cultural diversity and community education plus loads of entertainment, sports programs, activities and sideshows.

Easter EGG-Stravaganza

The annual Easter Egg-Stravaganza Hunts saw 1400 children take part in six Easter Egg Hunts over three days and more than 14,000 Cadbury Easter Eggs given away. In the three days the hunts were on, more than 4500 visited KidsTown with significant regional and state exposure through television, radio and print promotions in the lead up to the Easter school holidays.

Give Me 5 for Kids

KidsTown threw open its doors in June to host a very successful fundraiser for 3SR FM's Give Me 5 for Kids appeal. The weekend included jumping castles, train rides, craft activities, face painting, creative musical play workshops plus sports, sack races and egg and spoon races with all money raised going to the appeal which is a fundraiser for the children's wards at Goulburn Valley Health.

Art Gallery special events

The Shepparton Art Gallery hosted the 2010 Sidney Myer Australian Ceramic Award and Exhibition with three art works commissioned from an emerging artist, Australian artist and International artist on display.

The award is presented every two years and in 2010 featured International Artist, Anne Wenzel with *Silent Landscape*, Australian Artist Stephen Benwell with *Collection* and Emerging Artist Paul Wood with *Frozen*.

More than 17,000 people viewed the Sam Jinks sculpture, *Woman and Child*. The exhibition was so popular that Council purchased the sculpture for its permanent collection. The \$75,000 acquisition was purchased a combination of community donations, a gift from Karen Woodbury Gallery, Council funding and the gallery's acquisition investment fund.

Other events

Council hosted a number of other special events throughout the year with highlights including Seniors Festival, Safety Month, Tourism Month, Youth Week, Cultural Diversity Week, Refugee Week, Closing the Gap Day, Harmony Day, Ride to Work Day and Earth Hour.

Council also provides major operational and other in-kind support to the community run SheppARTon Festival, Australia Day and Carols by Candlelight events.

New facilities

Victoria Park Lake redevelopment

The major stages of the \$6.4 million Victoria Park Lake redevelopment were complete in 2010/11 with the construction fences coming down in October and the wetlands and lake full for the first time in years.

The lake is a central feature at the entrance to Shepparton and provides a valuable connection to the adjacent Goulburn River and Lower Goulburn National Park.

The lake redevelopment includes boat ramps, rowing facilities, fishing jetties, shared pathways, the lake sculpture, toilet upgrades, nesting boxes, irrigation, pumps and planting to create habitat in the lake and wetlands.

In a separately funded project, powerlines were also placed underground along Wyndham Street in the Victoria Park Lake precinct adding significantly to the visual appeal of the town entry and lake foreshore.

North Shepparton Community Hub

A new \$2.7 million hub is now home to the North Shepparton Community Learning Centre, maternal and child health services, a social enterprise community café, meeting rooms and a range of locally-based services that will benefit the whole community. The bulk of construction was finished in 2009/10 and the official opening was held in 2010/11.

Shepparton Regional Saleyards

The Shepparton Regional Saleyards became one of the most modern and environmentally friendly saleyards in Victoria with improved safety, animal welfare and water efficiency as part of a \$2.9 million redevelopment funded from saleyard revenue.

There is a new roof over the sheep yards, new loading ramps, improved traffic access, new fences, water tanks and water harvesting facilities for use in the truck wash.

Shepparton Park Bowls Club

A \$2.4 million development of the Shepparton Park Bowls Club in Kialla is complete with an undercover eight-rink synthetic green, large plaza viewing area and club house upgrade positioning the club as one of the best year round bowls facilities in Australia.

This two-year project completes Council's commitment to the Shepparton Bowls Club as part of a land acquisition from their former site at Victoria Park Lake.

Shepparton Showgrounds

A new multi-purpose shed providing undercover exhibition areas for the show and other events was ready for show day in October 2010 as part of the current stage of a \$3.1 million major redevelopment of the showground precinct including the relocation of the Shepparton Search and Rescue Shed.

Archer Street duplication

A \$1.3 million upgrade to Archer Street was completed in 2010/11 including the duplication major improvement to amenity around the showgrounds plus boosted access to the commercial and industrial businesses in the area. The project involved upgrading and extending the divided road, introducing a centre median, improved parking, new kerbing, footpaths and pedestrian crossings and lighting upgrades.

Doyles Road Complex

After almost a year housed in temporary demountables, Council's Engineering Projects branch moved into the recently extended Doyles Road Complex. The complex opened in 2008 and also houses Council's Assets, Work Management, Operations and Recreation and Parks branches including the bulk of Council's fleet and plant. The \$1.3 million extension unites the Asset Development Department in one primary location and relieves overcrowding at Council's main Welsford Street office.

Roads, bridges and drainage

Council is responsible for about 100 rural and urban roads, which cover about 3000 kilometres.

About 20 per cent of Council's operating budget goes towards maintaining roads, footpaths and other community facilities and assets.

Asset surveys

Asset condition surveys are an important part of managing this significant folio.

Council also maintains an active asset register to prioritise works and enable long term financial modelling to consider these needs.

For the first time, Council used highly specialised equipment and software, to electronically carry out annual road condition surveys reducing the time to complete the survey from three months to three weeks with the previous manual approach.

The technology enables faster collection and standardisation of the data which makes it easier to analyse. A special vehicle travels throughout the municipality assessing roughness, rutting, corrugation, stone coverage and texture.

Council receives a video of the survey and is able to assess kerbing as well. A similar survey was conducted for council's three-yearly footpath survey using four wheel motorbikes.

Toolamba bridge

Height restrictions barriers were installed to protect the 120-year-old Toolamba Bridge following the introduction of a three tonne load limit, 30 kilometre per hour speed limit and restriction to one vehicle at a time. The height restrictions are now a permanent fixture on the bridge.

Kialla Lakes Culvert

Work on the Kialla Lakes Drive culverts began in 2010/2011 and is due for completion before the end of 2011.

The works will improve the flow of water in a flood event which means the road will be able to stay open for longer in a flood and approximately 1000 households in the surrounding area will have less chance of being isolated in the event of a flood.

The project involves earthworks, reconstruction of the road, installation of culverts and pedestrian paths and has seen diversions in place through a major thoroughfare in the Kialla Lakes estate for many months.

Reconstructions

A reconstructed roundabout, traffic island and footpath was installed at the Knight Street/Hawdon Road intersection and Kennedy Road from Colliver Road to Service Street and Chuck Road from Kennedy Road to Sheehan Court was reconstructed.

Drainage

Significant street drainage improvements were carried out on Knight Street between Wyndham Street and The Boulevard. The upgrade will improve flows through the drains to reduce the risk of flooding and, with the installation of a gross pollutant trap will help reduce the amount of litter flowing in to the nearby Goulburn River.

Tatura Park heavy vehicle route

Input to new heavy vehicle routes to the popular Tatura Park event facility was sought from Tatura residents in 2010/11 with a recommendation due to go to Council in early 2011/12.

The proposed route redirects traffic slightly to boost safety around the nearby school and sporting area as well as improving directional signage for visitors.

Safety

Mall safety

A large steel structure at the north end of the Maude St Mall was removed to open the Fryers Street entry up and new safety lighting installed.

The improvements were part of the Shepparton CBD Strategy and also a draft Safer City Strategy which made a number of recommendations to improve the design of the mall and the wider CBD area.

Safety strategy

The Safer City Strategy is due to be presented to Council in early 2011/12 following consultation regarding the draft strategy which proposes a range of initiatives for safer spaces, people, partnerships and communities.

Highlights including CCTV in hot spots, a nightlife radio network for security guards, pedestrian and traffic safety initiatives, public toilet review, lighting improvements and fostering key partnerships to support safety initiatives across the region.

Significant community interest in the safety discussions occurred including sessions with more than 200 young leaders from secondary schools throughout the municipality.

Street rider night bus

A major promotion of the street rider night bus took place during summer to encourage people to use the volunteer operated service at peak times when taxis are unable to meet demand.

For a gold coin donation, patrons can catch the bus from one of three CBD pick up points and be dropped off at residential addresses in Shepparton, Mooroopna and Kialla.

Security guards and volunteer drivers are a key part of the service and late night venues assist with funding, promotional and in-kind support.

Wipe Out Graffiti Program

Council launched an innovative program to encourage residents and businesses to clean up graffiti on their property and to urge community members to report graffiti on public property.

The program encourages quick removal of graffiti in public places to discourage further attacks.

Free removal kits and paint vouchers are available to residents who report graffiti. A specially kitted out trailer is also available for free to community groups and organisations wishing to conduct graffiti working bees and a volunteer program is being developed to help businesses and residents who may be unable to remove graffiti themselves.

Public toilets

Vandalism and mess continues to be a major problem for public toilets and places pressure on Council's ability to provide clean, functional toilets throughout the municipality.

Toilets in Shepparton's CBD and Victoria Park Lake were upgraded and new toilets featuring the latest All Abilities Access features and environmentally friendly design were built at Undera and Merrigum as part of Council's regular asset renewal program.

Toilets at Victoria Park Lake were also extended to incorporate a major improvement to all abilities access.

Parking

CBD parking

A draft Discussion Paper looking at parking options in the city centre was presented for community input.

The discussion paper makes a number of recommendations including replacing on-street parking with off-street parking, managing community perceptions and expectations and reviewing cash in lieu of parking contributions.

It will be used to develop a draft parking strategy and action plan to address future development of on-street and off-street parking and the use of parking revenue.

Hospital parking trial

A trial of parking time limits began in June 2011 with three-hour time limits introduced.

Residents have raised a number of safety concerns, relating to people parking all day in residential areas around the hospital.

The trial will run for three months and at the end, Council will make a decision about implementing permanent parking time limits in the area.

Shepparton Show Me free parking

Council agreed to support a proposal from the Shepparton Show Me committee to introduce free parking on Mondays as part of a special promotion to encourage people to visit the CBD during the June school holidays.

Shepparton Show Me compensated Council for lost revenue during the trial and will provide an assessment to Council about the effectiveness of the promotion for possible longer term consideration.

Leisure

KidsTown

A new play area for ages 8-12 featuring wizzy dizzers, spinning buckets and a massive basket swing was added to the SPC Ardmona KidsTown Adventure Playground with construction beginning in September 2010. A new railway walk and viewing bridge was also added.

A sewerage upgrade was also complete ensuring the facility can cope with peak weekend and holiday demand and meet modern environmental standards.

Neighbourhood Playgrounds

New play equipment was installed at Ferrari Park in Mooroopna and the old equipment was refurbished and moved to the Mooroopna recreation reserve.

New playgrounds were also installed at Kialla West and Merrigum Corner Park.

The works are part of Council's annual playground improvement program.

Merrigum Corner Park

New facilities at Merrigum's Corner Park including a new barbeque, toilet block, irrigated grass area and playground have made the small town a popular rest stop for visitors and a great meeting point for locals. The upgrades add to the ongoing park development which also included new signs, parking and paths last financial year.

Queens Gardens

Council adopted a masterplan for Queens Gardens in July following community consultation.

As part of the masterplan implementation, lighting upgrades were completed in 2010/11 to improve safety and access in the park. Work on a new pergola and toilets starting towards the end of the financial year for completion in 2011/12.

Recreation Reserve Seating

More than 40 new seats were installed at recreation reserves in Central Park, Congupna, Katandra West, Kialla Park, Princess Park and Tallygaroopna as part of Council's ongoing reserve rejuvenation program:

Deakin Reserve

Deakin Reserve, Greater Shepparton's premier sporting venue which hosts A-League and W-League soccer, AFL practice matches and local football league finals received an upgrade with 23 new aluminium seats to replace the timber seats, six new portable grandstands, two new coaches boxes, scoreboard improvements and a cricket pitch renewal.

McEwen Reserve lighting

Improved lighting at McEwen Reserve will provide local soccer teams with greater flexibility to schedule evening training and matches.

The project involves the installation of four 30 metre towers to provide match-quality lighting (200 lux) to the main soccer pitch at the reserve.

Football (soccer) strategy

Greater Shepparton City Council approved the Greater Shepparton Football (Soccer) Strategy at its September Council meeting.

The strategy includes concept plans for a regional football centre at McEwen Reserve with seven soccer pitches, including five new turf pitches and one synthetic pitch to complement the existing turf field.

The strategy also looks at reviewing of existing club facilities, focusing on changerooms, ground capacity, spectator seating, fencing and lighting.

Greater Shepparton is keen to position itself as a pre-eminent football venue, for all levels and improving facilities will enable the region to host more A-League matches in the future, as well as numerous other state and national level competitions.

Sport 2050

Community input to a Sport 2050 draft discussion paper for Greater Shepparton has been strong with a wide range of sports and interests represented.

The Sport 2050 strategy will plan for growth in particular sports and will look at what facilities are needed to accommodate that growth.

The input is helping to shape the draft strategy which will be presented to Council before the end of 2011.

Lake Bartlett Review

Council agreed to develop operational plans for Lake Bartlett following a petition from concerned people in the Tatura community expressing their concern about access, safety and the visual amenity of the area.

The review will consider the concerns raised about access for recreational activities as well as safety and balancing the environmental benefits of the current features.

Dookie Rail Trail

Council has constructed a 4.7 kilometre sealed section of rail trail on the old Dookie to Katamatite railway line. Mountain bike trails have also been constructed.

Murchison Rail Trail

Council restored an 1890 Heritage Bridge as part of the first stage of the Murchison to Rushworth Rail Trail. A 20-year lease of the rail reserve was granted to Council by VicTrack. Council is working with the Murchison Community Action Plan Group to progress the remainder of the trail.

Strategic planning

Mooroopna West growth corridor

The Victorian Planning Minister approved Greater Shepparton City Council's Planning Scheme Amendment for the Mooroopna West Growth Corridor Plan.

The plan will help accommodate Mooroopna's predicted population growth over the coming years with predictions of more than 4000 extra people by 2030.

As well as residential blocks, important connective links such as new roads between development areas, a community centre, open space and flood mitigation also feature in the plan.

Housing Strategy

The Planning Scheme Amendment to implement recommendations in the Greater Shepparton Housing Strategy was adopted and presented to the Victorian Planning Minister for gazettal.

The amendment implements the recommendations of the Housing Strategy. It consists of an amended Municipal Strategic Statement (MSS) which includes a series of framework plans which define settlement boundaries, indicate the direction of future growth, the types of potential zoning, and specifies the type of infill housing for Shepparton and all of the smaller townships.

Rural Land Use Strategy

Greater Shepparton City Council presented proposed zoning changes for community input as part of the Rural Regional Land Use Strategy.

The strategy was adopted by Greater Shepparton, Moira and Campaspe councils to provide a more uniform approach to rural land management across the region and encourage the retention of prime agricultural land for agricultural uses.

Community information sessions were held and Council received more than 400 submissions. The matter has been referred the matter to an Independent Planning Panel.

Community Action Plans

Communities are encouraged to work in partnership with Greater Shepparton City Council through local Community Action Plan groups.

Plans for Dookie, Merrigum, Mooroopna, Tatura and Undera have been developed by the local action groups and endorsed by Council.

Murchison and Toolamba community members developed plans in 2010/11 with a variety of meetings, workshops and consultation to appoint a steering committee, develop and prioritise actions and implement the plan.

Children and Youth

Council provides a range of early childhood education and care services as well as maternal and child health and immunisation.

Approximately 440 children attend weekly kindergarten sessions, 400 attend centre based long day care, 240 participate in weekly family day care and 250 take part in weekly fun group activities through three-year-old kindergarten.

Council also operates maternal and child health with an average of 250 consultations per week across the municipality. Immunisation services are also provided with monthly sessions at 12 sites across the municipality

Best Start Partnership

Greater Shepparton's Best Start Partnership was announced as one of two Enhanced Best Start sites in Victoria in September.

Best Start supports families, caregivers and communities to improve the health, development, learning and wellbeing of children up to eight years of age. The program uses local partnerships, prevention and early intervention to children and their families.

Council has had great success with the model and has been able to support children and their families with access to genuinely life-changing skills and support.

Council received \$600,000 as part of the Enhanced Site status to improve breastfeeding rates which are very low in Greater Shepparton compared to the rest of Victoria.

Book bags

Children who attend their four-week, eight-month, 18-month and three-and-a-half-year Maternal and Child Health (MCH) assessments receive a free book bag thanks to a successful program that is creating an early interest in literacy.

The Greater Shepparton Community Literacy Workgroup provides the books as part of the Best Start ELF (Early Learning is Fun) Book Bag Program.

Bilingual books were recently included in the program for children from a non- English-speaking background, thanks to extra funding from United Way GV Community Fund.

The bilingual books are printed in Arabic, Albanian, Swahili, Turkish, Hindi, Farsi and Punjabi as well as English, for some of Greater Shepparton's newest residents.

Toolamba Kindergarten

Toolamba Kindergarten was destroyed by fire in February 2010.

The kindergarten was co-located with the Toolamba Primary School, which was also destroyed in the fire.

While funding had come through to rebuild the school, the future of the kindergarten was looking uncertain. Council supported the community in its endeavours to secure state funding to rebuild the kindergarten within the State Government's school facility.

Youth Week

Primary school students across Greater Shepparton City Council put chalk to pavement during National Youth Week to express their views about what matters to them in their local community.

More than 20 primary schools participated in 'Chalk Talk' with students drawing and writing about what they enjoy most about living in their town, what would make their town better and what is important to children.

The ideas were displayed on the ground at the school. Secondary schools also took part with similar questions and large banners that were displayed during the week.

Young people discuss safety

Greater Shepparton City Council Mayor Geoff Dobson met with more than 200 students from secondary colleges, other education settings and tertiary providers to listen to their thoughts and views about perceptions of safety in the Shepparton CBD.

Council partnered with local youth organisation Word and Mouth to speak to students about a range of youth-related matters, including their perception of safety in the CBD, and gather their ideas for creating a more positive environment for all the community.

Information gathered from the sessions complemented Council's Safety Strategy consultation with many ideas being incorporate into the strategy and other safety and youth initiatives.

Aged and Disability

Council provides a range of services to support older people to live safely in their homes and stay connected to their communities.

New home and community care contract

In 2010/11 Council introduced a new contract provider for Council's in-home support services such as home care, personal care and respite care.

Approximately 50,000 hours of Council managed in-home support are provided each year with about 1140 clients receiving HACC services ranging from three times a week for personal care through to fortnightly home care and home safety services.

Australian Home Care, took over the contract in 2010/11 from Calvary Silver Circle which had provided the service on Council's behalf for the past 12 years.

Meals on Wheels

Nearly 137 people receive delivered Meals on Wheels each week with hot or frozen meals delivered to their door by volunteer drivers.

Council conducted a volunteer recruitment drive over summer showcasing a number of corporate volunteers resulting in strong interest and a boost to volunteer numbers. Shepparton provides in-kind support by providing advertising space and editorial support to recruit volunteers in lieu of volunteering.

Planned activity groups

The program is aimed at people who are socially isolated or at risk of social isolation. It helps people to reconnect with their community by attending excursions and centre based activities that focus on stimulating mental and physical health. Council runs eight regular programs per week and one flexible program with about 14 people attending each session.

Hearing loop

A hearing loop has been installed at the Council Boardroom and is available at Council's customer service counter.

The loop assists people who have difficulty hearing speech over background noise and for those whose hearing aids have a T-switch (telecoil switch).

Healthy lifestyle

Council holds sessions once a week to provide food, nutrition and cooking skills for older people who may need to learn how to cook or change their dietary needs. Specially tailored exercise programs are also held at the sports stadium and Aquamoves

Seniors Festival

Each year, Council hosts a number of activities as part of Seniors Festival and collates a community calendar of events across the municipality. In 2010 Greater Shepparton Seniors Festival ran for the whole month of October and had more than 2400 people attend 24 events in the program.

Carer Card

Greater Shepparton City Council accepts the new Victorian Carer Card which is designed to provide discounts and benefits to unpaid carers.

The Victorian Government issues the Carer Cards which can be used by carers at any time to receive a discount at any Council facility currently offering discounts for Seniors Card holders including Aquamoves and Riverlinks.

Carers include foster carers, kinship carers and primary carers. They can be carers of a person with a disability, a severe or chronic medical condition, a mental illness or someone who is frail, aged or in need of palliative care.

Older Persons Advisory Committee

A Greater Shepparton City Council Older Persons' Advisory Committee' was established in 2010/11. The committee was developed as a result of Council's Positive Ageing Strategy adopted in 2009/10.

The committee includes Council, community and industry representatives and provides advice on key issues affecting older adults in the municipality.

Disability Advisory Committee

Greater Shepparton has an estimated population of around 10,000 people with some form of disability that reduces their ability to access their community and be included in everyday activities that many take for granted.

The committee is made up of members who have a disability, carers, representatives of disability support organisations and a Councillor Representative.

During 2010/11, the committee provided input to Council's CBD Safety Strategy, emergency evacuation procedures, access audits, public toilets, event accessibility, the introduction of a hearing loop and input to capital works programs such as the Victoria Park Lake Redevelopment.

The committee also hosted a number of events including Dr Game Show, a Realistic Race and a special International Day for People with Disabilities celebration with Council staff including certificates of recognition.

The committee has helped shape a draft Universal Access and Inclusion Plan which will be presented to Council in 2011/12.

Toilet access

Improved all abilities access at Victoria Park Lake's Harry Bird and Con Palling reserves were extended to include new unisex all abilities access toilets meaning there are now four toilet facilities available around the lake including the All Abilities Playground and the skate park.

During 2010/11 Council also built new toilets in Undera and Merrigum which include universal access and a new toilet for Queens Gardens will be installed in early 2011/12.

Realistic Race

The Disability Advisory Committee hosted a Realistic Race to promote International Day for People with a Disability.

Participation consists of five teams, each made up of up to six members. Participants 'adopt' a disability and then complete a number of simple challenges – such as buying lunch, going to the library or post office or hiring a taxi in the Shepparton central business district.

The event aims to raise awareness of access challenges people with disabilities experience in the everyday environment.

Teams consist of local Councillors, community members, service providers, business owners and managers, sporting and media personalities plus emergency services representatives.

Supporting diversity

Council is committed to working in partnership with our Aboriginal community and cultural groups to celebrate diversity, address disadvantage and encourage strong community connections throughout the Greater Shepparton municipality.

New roles

A major milestone in 2010/11 was the creation of new positions in the Culture and Community Strengthening branch including an Aboriginal partnerships officer and an expanded cultural development to help implement a number of core initiatives and to support Council's strong and active community relationships.

Special events

Activities were held for Refugee Week, Cultural Diversity Week, Harmony Day, Closing the Gap Day, Sorry Day and Reconciliation Week. Council also supported the annual Unity Cup which was established by Rumalara and Congupna football and netball clubs to celebrate diversity and the role women play in creating and managing strong social networks in their communities.

Library resources

Council provided \$10,000 for the Goulburn Valley Regional Library Corporation to purchase multicultural library resources including books, DVDs and CDs in languages other than English.

The library has approximately 2000 books in language other than English across the region, but they are mostly in Italian, French, German and Turkish.

The funding will help to update these resources and cater for new residents from the Middle East, Africa and Asia with languages including Dari, Arabic, Mandarin, Farsi and Dinka languages.

Book bags

Council supports the Early Learning is Fun Group (ELF) which provides book bags that include bi-lingual and Indigenous resources. The book bags are presented at Council's maternal and child health visits and funded through community contributions to the ELF program.

Localities Embracing and Accepting Diversity

Greater Shepparton City Council is one of two councils in Victoria selected to take part in a special pilot program to reduce race based discrimination called LEAD, *Localities Embracing and Accepting Diversity*.

The LEAD project was established by the Victorian Health Promotion Foundation (VicHealth) and developed in partnership with the Australian Government Department of Immigration and Citizenship, *beyondblue: the national depression initiative*, The Victoria Equal Opportunity and Human Rights Commission (VEOHRC), Whittlesea City Council, Greater Shepparton City Council, the University of Melbourne and the Municipal Association of Victoria.

Along with City of Whittlesea, Greater Shepparton City Council was chosen to pilot the project because of the region's strong track record in working to support diversity and address disadvantage affecting people from Aboriginal, migrant and refugee backgrounds.

LEAD is based upon research which shows that race-based discrimination results in a number of short, medium and long-term health impacts. In comparison, good health is influenced by a number of socio-economic factors which include education, employment, social inclusion and a sense of belonging.

While there is widespread support for diversity in Victoria, people from Aboriginal, migrant and refugee backgrounds continue to experience high rates of race-based discrimination.

The program works with selected employers, schools, sporting clubs and with Council to reduce race-based discrimination and celebrate diversity through a range of activities, including training, leadership programs and policy reviews. It also features a general awareness and behaviour change program which was rolled out across the wider community called See Beyond Race.

Greater Shepparton City Council selected four settings for action – Education; Employment; Sport and Recreation and Greater Shepparton City Council. These settings have been selected as they are places where:

- the greatest rates of discrimination occur
- the experience of discrimination is most likely to influence an individual's present and future 'life chances'
- it is viable and acceptable to implement strategies that have been proven to be effective.

In addition, a Communication Strategy and Social Marketing Campaign have been developed in partnership with VicHealth and VEOHRC to raise awareness in the broader community.

Education

Six schools have signed on for the pilot program at Ardmona Primary School, McGuire Secondary College, Murchison Primary School, Shepparton High School, Wanganui Park Secondary College and Wilmot Road Primary School.

Employment

Workplaces are a priority setting for LEAD due to the importance of employment to both economic and social wellbeing. Activities are targeted to employers and employees within the workplace and will be transferable into the personal lives of all participants.

The workplaces currently involved in the project are Broker House, Bunnings Shepparton and SPC Ardmona.

Sporting and recreation

The See Beyond Race campaign billboards were on display at local recreation reserves and discussions about the sport and recreation setting have begun. This setting will be a core focus for 2012 in partnership with the VicHealth Everyone Wins Project.

Council

Greater Shepparton City Council is a significant local employer as well as a local service deliverer in the region and has an important leadership role in diversity attitudes and relationships.

A staff experience survey was conducted in December and January to obtain data on staff reactions to discrimination and any prior incidents of race-based discrimination and equal opportunity training was provided to all staff.

A thorough audit of current policies, systems and communication channels within Council was conducted to identify gaps regarding issues of culture, race and social inclusion. A prioritised action plan was developed and plans for further improvement are underway for 2011/12.

Community Awareness

Survey

A local experiences survey was conducted with Aboriginal and Culturally and Linguistically Diverse (CALD) communities within Greater Shepparton.

The survey aimed to understand community experiences of racial discrimination, ways of responding to racist incidents and the mental health impacts of these experiences.

- More than 300 surveys were collected from a range of backgrounds.
- 34 per cent of respondents were from Afghanistan.
- Other respondents from Africa (Sudan, Congo, Zimbabwe, Nigeria and Burundi); the Middle East (Iran, Iraq and Kuwait); India and Sri Lanka.
- The average age of the respondents was 34 and on average, respondents had been living in Australia for eight years.
- 87 per cent felt a sense of belonging in Australia and 85 per cent felt a similar sense of belonging to the Shepparton area.
- Almost 70 per cent had Year 12 or equivalent qualifications.
- 27 per cent tertiary qualifications and 16 per cent had TAFE or trade qualifications.
- 65 per cent had experienced a racist incident in the past 12 months - most incidents occurred in the work place or in public places and involved racist name calling, jokes or teasing.

The survey generally reflects Victoria-wide trends.

As a result of the region's continuing involvement in the LEAD project, it is hoped that local initiatives such training, education and increased community awareness will result in improved results with a follow-up survey planned at the end of the LEAD project.

See Beyond Race awareness campaign

The See Beyond Race campaign was launched in May and featured prominently on television, radio, billboards and newspapers in the Shepparton area, as well as other places such as sports grounds, town entry banner flags and public spaces.

Eight local people from Aboriginal and multicultural backgrounds featured in the campaign which encouraged people to look beyond racial stereotypes and see beyond race.

Involving local people and their real life interests has been a powerful tool to challenge people's perceptions and to showcase the vibrant and diverse community that helps make Greater Shepparton such a great place.

The campaign highlights the true face of diversity in this local community and is a strong reminder of the importance of looking beyond stereotypes and seeing beyond race.

Arts

Riverlinks venues

In 2011, Riverlinks celebrated its 10th year of theatre, music, entertainment and events.

Riverlinks is committed to the development of performing arts and conventions in the Goulburn Valley.

More than 50,000 people attended an event at the two Riverlinks venues – Eastbank Centre in Shepparton and WestSide Performing Arts Centre in Mooroopna.

The season program included performances by professional touring companies across Australia as well as performances from local community groups and artists.

The WestSide Performing Arts Centre was upgraded during the year with improvements to the toilet facilities, the foyer area, dressing rooms and lighting.

The WestSide Performing Arts Centre complex is shared by theatre patrons, Mooroopna Secondary College school users and students using the nearby Coulson Centre.

Shepparton Art Gallery

The Shepparton Art Gallery featured 22 exhibitions in 2010/11 including the hugely popular Sam Jinks' Woman and Child sculpture, the Drawing Wall series and the Australian Ceramics Award.

The gallery closed at the start of February for a major refurbishment and will re-open in 2012 with a new name and a new modern look.

SheppARTon Festival

Greater Shepparton City Council is a major partner in the SheppARTon Festival and provides financial and operational support the SheppARTon Festival committee including an events officer to support the Festival Board.

The 2011 festival featured a new sponsor through LaTrobe University and a five day program jam packed with 28 events and nine exhibitions across 20 venues in five towns. An estimated 15,000 people attended generating approximately \$4 million for the local economy, providing arts and cultural experiences in a regional area and encouraging an appreciation of Greater Shepparton's cultural landscape.

Economic support

Shepparton Show Me

Shepparton Show Me is a Section 86 Committee of Council that provides promotional support to attract people to the Shepparton CBD.

Shepparton Show Me is funded through a levy on businesses in a declared precinct. Funds are used to develop and support promotions and events that draw people into Shepparton to take advantage of the range of commercial, industrial and retail services on offer.

Sponsorship featured as an integral part of Shepparton Show Me's promotional calendar with the committee sponsoring events that align closely with the core purpose of driving retail, commercial and industrial trade in Shepparton.

Shepparton Show Me sponsored the Shepparton Chamber of Commerce and Industry's annual Summer Bush and Winter Markets, KidsFest, SheppARTon Festival, Spring Car Nationals, Shepparton Triathlon Club's Half Ironman Event, 3630 Festival, AFL Collingwood Stars and the GMCU, Adviser and Shepparton Show Me \$25,000 Giveaway.

Key activities focused around school holidays with the Show Me the Money promotion, Kids in the City Playground passes and the family-focused Christmas campaign.

The committee also undertook a facilitated meeting in 2010 to further develop its vision, to guide the committee and its decisions into the future.

Small Business Centre

Greater Shepparton's Small Business Centre provides office space, industrial space and management support at competitive rates to minimise start up costs for small businesses and create an impetus for growth and expansion.

The centre also provides meeting facilities, phone/fax access and a range of training and development opportunities including workshops, seminars and a mentoring program.

Other economic initiatives

Council is involved in a range of initiatives to promote economic development and investment across the region from small town support right through to businesses operating in the export market.

One of the major employers in the region, SPC Ardmona announced a review of operations in May with rumours of restructures, redundancies and plant closures. Council has been developing a response plan that can be activated in the event of large job losses.

Council has also been advocating on a range of national and state issues including the Murray Darling Basin Plan and calls for the second round of the irrigation modernisation program to be funded.

A strong relationship with Regional Development Victoria has helped maximise funding, investment and other support opportunities in Greater Shepparton and to ensure important regional issues and projects receive government attention.

Investment kits, planning support, skilled migration support and the development of local training opportunities has ensured Greater Shepparton's continued growth and development albeit on a smaller scale this year due to a general economic downturn throughout the world.

Regional Tourism

Goulburn River Valley Tourism (GRVT) was established in August 2009 as an initiative of Greater Shepparton, Mitchell, Murrindindi and Strathbogie councils.

The Goulburn River Valley region attracts almost seven million day visitors a year and showcases more than 2800 tourism related businesses.

GVRT launched a new regional tourism strategy in 2010/11 to encourage a co-operative approach to tourism development, skills training, product development and marketing.

Tourism month

Tourism Month was a key highlight for the Greater Shepparton tourism industry with a range of events to encourage people to visit the area and to encourage locals to discover what is in their own backyard. The Shepparton Celebrates 150 Years provided a good backdrop for Tourism Month

Visitor Information Centre

More than 50,000 people visit the Greater Shepparton Visitor Information Centre each year which includes a strong volunteer base to assist visitors to the area.

Council provides ongoing training, familiarity tours, workshops and product briefings for volunteers.

The centre also holds a number of events including Tourism Week, Tourism Month and guided walks including a major celebration as part of Shepparton Celebrates 150 Years.

The centre celebrated the 12 month anniversary of the Discover Shepparton website during the year. The Discover Shepparton website includes an online accommodation and services booking function which represents 30 per cent of all bookings made via the Visitor Information Centre.

The online booking facility has been particularly popular with events like the Australian Open Bowls tournament and the Victorian Softball Championships.

Cows on the Mooove

Greater Shepparton is home to a collection of approximately 100 fibreglass cows that are displayed as public art and moved throughout the municipality.

They are a very popular stop off point for visitors and locals alike and during the year and are collectively known as Moooving Art Cows.

Four of the cows were rounded up and trucked down to Federation Square for the Melbourne Food and Wine Festival's Family Foodie Day to help promote the region which is known as Australia's food bowl.

Events and Tourism Strategy

Council adopted a 2011-2014 Tourism and Events Strategy to provide clear direction and objectives for the tourism industry and to complement the Goulburn River Valley Tourism Strategy.

Council also signed a memorandum of understanding (MOU) with Tourism Greater Shepparton to help guide Council's relationship with tourism industry operators and support initiatives that increase the profile of tourism in the area.

Our Environment

Council's commitment to environmental sustainability, biodiversity and greenhouse gas reductions began in earnest in 2002. Nearly 10 years on, this commitment continues to gain momentum through a range of initiatives and strategies including sustainable purchasing commitments, a Climate Change Strategy, the Goulburn Broken Greenhouse Alliance, an Environmental Sustainability Advisory Committee, the successful RiverConnect and Crouching Emu revegetation programs and various education and planting projects.

The following is a summary of highlights for 2010/11.

Electricity savings

Green Power

Green Power is a government accreditation program that certifies that the renewable energy purchased is generated from sources like mini hydro, wind power and biomass, which produce no net greenhouse gas emissions.

Council purchased 10 percent of its energy through the Green Power program which is expected to cut council's greenhouse gas emissions by 1183 tonnes of carbon dioxide a year.

Earth hour

Council for the third year running, supported Australia's Earth Hour campaign. Council called on local businesses, organisations and individuals to turn off their lights for an hour. Residents were also invited to be part of the free Earth Hour Moonlight Cinema at Victoria Park Lake and join the Future Spark Team Challenge in the Maude Street Mall during the day which aimed to generate enough power to run the Moonlight Cinema screening.

Green street lights

Greater Shepparton City Council joined the Municipal Association of Victoria (MAV) and 44 other municipalities to call on the Victorian and Australian governments to help fund the bulk changeover of street lights to new energy-efficient lights.

By replacing the current lamps with new energy-efficient lights, Council could save the equivalent greenhouse gas emissions of taking 4284 cars off the road for a year. However, each new light fitting and installation costs between \$350 and \$450. It would cost Council an estimated \$2 million to change over in excess of 5200 local road street lights.

While the new light fittings would save money in the long run, the upfront replacement costs make it difficult to convert on a large scale despite the environmental benefits and longer term economic savings.

As a result of the campaign, the Victorian Government will contribute \$20 million over four years to Victorian councils starting from 2011/12. They have also committed to seeking matching funds from the Federal Government.

Ark energy unit

Council's Welsford Street offices are saving around 60 tonnes of greenhouse gases a year as well as significant financial savings thanks to the installation of an Ark Energy Saving Unit.

The unit controls energy supply to enable appliances and equipment to operate more efficiently and use less electricity. It is expected to operate for 30 years, which means it will pay for itself at least six times over during its lifespan.

Eco-Buy

Council is part of the Eco-Buy program and has set a target of four percent of all purchases to come from sustainable sources. The organisation's purchasing system was updated in December 2010 to improve tracking of these purchase and an internal working group is developing a range of initiatives and training to encourage sustainable purchasing and support the reduce, re-use, recycle ethos.

Strategies

Vegetation

Council is responsible for more than 31,500 urban street trees with more than 600 new street trees planted in 2010/2011. Council also works with other public agencies, authorities, community groups and organisations to encourage and support native tree, grass and shrub plantings.

The following is a brief snapshot of some of the other bigger planting initiatives underway through Council in 2010/11.

- Support for National Tree Day and other plantings with approximately 6000 trees provided to community groups, Landcare groups and schools across the municipality including Arcadia, Bunbartha, Dhurringile, Katandra West, Shepparton and Toolamba
- Employed the Goulburn Broken Catchment Management Authority's Indigenous Workcrew to carry out roadside plantings.
- Plantings at Murchsion Landfill.
- Approximately 100,000 plants in and around Victoria Park Lake.
- Approximately 6000 plantings at Gemmills Swamp Bio-remediation Pond.
- Significant progress on the Crouching Emu Revegetation Project.
- Various RiverConnect planting days.
- Approximately 600 new urban street trees.
- Saleyard facade planting.

RiverConnect Strategic Plan

RiverConnect was established in 2006 to oversee the health of the Goulburn and Broken Rivers and surrounding red gum forests around Shepparton and Mooroopna.

It operates as a partnership between Council, Goulburn Broken Catchment Management Authority, Parks Victoria, Yorta Yorta, 19 local schools and the wider community to connect with the natural river environment through volunteer restoration works, and educational and recreational activities.

In May, Council adopted the RiverConnect Strategic Plan which helps to guide priority actions for land and water management in the key areas of community, environment, education, Aboriginal culture and community consultation.

Sustainable Community Strategy

Council adopted a Sustainable Community Strategy in May 2011 to provide a range of initiatives to help the community adapt to the effects of climate change and a future with less water.

The strategy looks at the opportunities arising from climate change as well as a plan to adapt Council services and infrastructure in the face of extreme climate variability.

Initiatives include reducing water use in new developments, parks and leisure facilities; helping to ensure the stability of the region's agriculture and manufacturing sectors; and encouraging the development of 'green' industries that will flourish in a changing climate.

Sustainability and Environment Strategy

A \$30,000 grant from the Victorian Sustainability Accord has been used to develop a Sustainability and Environment Strategy. The strategy will enable Council to identify and prioritise sustainability and climate change activities with improved integration across Council strategies and plans.

A key part of developing the strategy is the creation of a Stakeholder Reference Committee which was formed in February with three community representatives appointed in April. The committee is currently developing a draft strategy, which will be available for community input later in 2011.

Goulburn Broken Greenhouse Alliance

Seven local councils, including Greater Shepparton, have joined with the Goulburn Broken Catchment Management Authority to form the Goulburn Broken Greenhouse Alliance. The alliance looks at regional strategies to adapt to climate change and the shared challenges and opportunities around asset management, planning and development.

Greater Shepparton joins Moira, Benalla, Strathbogie, Mitchell, Murrindindi and Mansfield shire councils in the alliance and a number of regional workshops were held in 2010/11.

Encouraging less waste

Green Organics Compost Giveaway

Greater Shepparton residents had an opportunity to sample a free compost product made from organics collected through Council's kerbside services.

The compost contained no pesticides or contaminants and the giveaway promoted the benefits of compost in improving soil structure, adding nutrients and helping retain water in the soil in residential gardens.

Home composting promotion

A home composting promotion with a free compost kit and workshop with TV presenter and gardening guru Vasili Kanidiadis was a huge success. The first 75 households to sign up received a free composting bin, aerator, kitchen tidy bin with bags, a how-to home composting brochure and a composting workshop with Vasili. The popular promotion was snapped up shortly after it was launched.

Free television recycling

Greater Shepparton residents switched from analogue to digital TV transmission in May creating the potential for a large number of old television sets to be dumped or end up as landfill. Council heavily promoted its television recycling service throughout the switchover with a small fee charged to cover the costs of providing the service. In late June the Australian and Victorian governments announced they would fund a one-month-long free recycling program and Shepparton was one of two regional sites in the state selected.

Murchison Transfer Station

The former Murchison landfill site has been upgraded with a new transfer station ready to operate in 2011/12 following a \$750,000 conversion and rehabilitation in 2010/11.

The new transfer station has been fitted with solar power, septic and water tanks as well as sealed-road access and accepts general household waste as well as goods for recycling including metals, plastics, household goods, cardboard and organics. A resource recovery centre will also operate at the site where recovered goods will be offered for sale to the public.

Kialla Landfill Site

The former Kialla Landfill site rehabilitation held up reasonably well during the spring and summer rain and floods although a national competition level mountain bike track on the site collapsed and has been permanently shut down.

An advisory committee was appointed during the year to help Council to prepare a development and management plan for the site, which will include landscaped dry climate garden areas, wetlands and a bushland regeneration area.

The committee will also be responsible for advising council on what resources are required to maintain the site and to engage community volunteers.

Mission Australia has a job crew due to start at the site in early 2011/12 to assist with planting and propagation and the committee has made good progress on developing a draft management plan for the site.

Resource Recovery Precinct

The precinct accommodates a range of commercial businesses that locally process liquid and solid wastes from across the Goulburn Valley, converting them to valuable recycled products.

Other enterprises involved in the precinct include waste water which is re-used for irrigation on surrounding farm land and tree lots, a bio-gas plant and a green waste compost facility.

In collaboration with Goulburn Valley Water and Regional Development Victoria, Council started a strategic review of the precinct in 2010/11 to maximise medium and long term opportunities.

Litter prevention

New litter bins were installed at Victoria Park Lake and Merrigum Corner Park including recycling bins and dog litter bins.

Council's RiverConnect program also assists with general litter prevention education and anti-rubbish dumping campaigning.

Flood clean-up

Greater Shepparton, like many other councils in regional Victoria was affected by flood events late 2010 and early 2011. A huge amount of rubbish was washed into rivers and wetlands as a result.

In the aftermath, and as part of the national Clean Up Australia Day campaign held in March, RiverConnect helped co-ordinate a clean-up of a number of areas including Reedy Swamp. Local community groups, Landcare groups and schools.

RiverConnect's Adopt-a-Reach initiative has also seen ongoing and invaluable on-ground and rehabilitation works with each school adopting a section of the river.

Our Staff Awards

Years of Service Awards

Greater Shepparton City Council's Years of Service Awards were presented for the first time in November 2010, recognising staff who had reached five, 10, 15 and 20 years of service in the 2010 calendar year. Awards were presented to 60 people for reaching the five year milestone, 23 people for 10 years, one person for 15 years and three people for 20 years.

Service Excellence Awards

As well as years of service, Greater Shepparton City Council staff were recognised for outstanding service excellence in four categories reflecting Council's values and business excellence commitment.

- **Living the Values**

Katie Wallace and Sue Whitcombe, Wipe Out Graffiti

Katie and Sue were the key drivers of developing the Wipe Out Graffiti program which brought a number of Council and community partners together in a great demonstration of Council's values: leadership, integrity, respect, innovation and teamwork.

- **Customer Service**

Steve Wilson, KidsFest

KidsFest is a major event which is held at the SPC Ardmona KidsTown Adventure Playground. The 2010 festival drew record crowds with nearly 12,000 people attending despite the event clashing with the unexpected second AFL grand final. Steve headed up the KidsFest team that coordinated the festival, sponsors, volunteers and promotions.

- **Above and Beyond**

Liz Zito, Shepparton 150 Years Celebrations

Shepparton Township turned 150 in 2010 and Liz Zito was instrumental in hosting a number of large events with strong community involvement including a Mayoral Ball and a 150 Years celebration finale at Victoria Park Lake.

- **Operations Excellence**

Graeme Pollard, Victoria Park Lake Redevelopment

Graeme played a huge part in the Victoria Park Lake redevelopment, and delivered excellent communication, consultation, design and project management excellence. The Victoria Park Lake was one of the largest capital works projects undertaken by Greater Shepparton City Council with a large number of key stakeholders and design challenges.

Industry Awards

2010 Powercor 95.3SR FM Business Service Excellence Awards Tourism Award

KidsTown

SPC Ardmona KidsTown Adventure Playground received the tourism award for 2010 at the Powercor 95.3SR FM Business Service Excellence Awards in October 2010.

The awards recognise the hard work and dedication that the KidsTown volunteers, staff and sponsors put into this great community asset each year for our local community and visitors to the Goulburn Valley region to enjoy.

2011 LGPro Awards for Excellence

The awards promote and celebrate outstanding work being undertaken and delivered by individuals and teams working in local government in Victoria. Finalists are shortlisted from nominations across eight award categories.

- **Service Delivery Initiative – KidsFest (finalist)**

KidsFest 2010 was one of four finalists in the 2011 LGPro Awards for Excellence. The 2010 festival drew record crowds with nearly 12,000 people attending despite the event clashing with the unexpected second AFL grand final.

- **Community Partnerships Initiative - On the Moove (finalist)**

The On the Moove walking initiative was one of six finalists in the Community Partnerships Initiative. The project is an initiative of the Council and eleven local partnership health promotion organisations to encourage walking to improve health and wellbeing.

- **Community Assets and Infrastructure Initiative over \$1 million - Aquamoves Outdoor Area Development (finalist)**

The Outdoor Splash Park at Aquamoves was delivered in 2009/2010 and was one of six finalists in the Community Assets and Infrastructure Initiative (over \$1 million).

The splash park blends the old and the new with cutting edge design, play and sustainability features in an innovative outdoor aquatic area which blends a mix of sandy play areas, shade, BBQs, landscaped grounds and a beach entry leisure pool with a zero depth, multi-feature splash park.

2010 Parks and Leisure Australia Awards of Excellence – Inclusive and Connected Communities

Twilight Stroll (Victorian winner)

Greater Shepparton on the Moove Twilight Stroll was named the Victorian winner for the Inclusive and Connected Communities Awards of Excellence from Parks and Leisure Australia. It was also shortlisted for the national awards.

The awards encourage professional development and best practice through the parks and leisure industry.

The Twilight Stroll encourages people to take part in a short walk and then take part in a range of healthy activities including a healthy BBQ, health checks and fun children's activities.

2010 Prevention Magazine and Sunrise - Best Walking Town in Australia

Shepparton

Shepparton was voted the second best walking town in Australia, behind Noosa, as part of a competition held by Prevention magazine in conjunction with Channel 7's Sunrise morning program.

2010 Regional Achievement and Community Awards – Environment and Sustainability

RiverConnect

The RiverConnect project won the prestigious Parks Victoria Environment and Sustainability Award in the 2010 Regional Achievement and Community Awards.

RiverConnect was established in 2006 to oversee the health of the Goulburn and Broken Rivers and surrounding red gum forests around Shepparton and Mooroopna.

It operates as a partnership between Council, Goulburn Broken Catchment Management Authority, Parks Victoria, Yorta Yorta, 19 local schools and the wider community to connect with the natural river environment through volunteer restoration works, and educational and recreational activities.

2010 Business Enterprise Centres Australia Awards for Performance

Greater Shepparton Business Centre – Best Regional BEC (shortlist)

The Greater Shepparton Business Centre was named in the top six business enterprise centres from around Australia at the 2010 Business Enterprise Centres (BEC) Australia Awards for Performance in September.

The centre, which is one of the few BECs in Australia wholly owned and funded by a local Council, was recognised as one of Australia's best BECs in Best Regional BEC category.

The Business Centre's two staff, Geoff Hay and Jo Rathjen, were also nominated for individual awards.

2011 Sir Rupert Hamer Records Management Awards

Information Management Branch

Greater Shepparton City Council's Information Management Branch was recently awarded in the Sir Rupert Hamer Records Management Awards

The Sir Rupert Hamer Records Management Awards recognise achievements in good records management practice within Victorian government Agencies and local Community Archives.

Council was recognised for the innovation use and application of legislation to improve processes and increase digital storage to reduce paper use.

2011 Council on the Ageing Victoria Active All Ages Award – Clubs/Groups

Older Adults Program

Greater Shepparton City Council's Older Adults Program won the clubs/groups category at the 2011 Council on the Ageing (COTA) Victoria's Active at All Ages Awards.

The award recognises groups and older people who are outstanding participants, role models and volunteers in sporting and active recreational activities.

The Older Adults Program runs at the Shepparton Sports Stadium and Tatura Community and Activity Centre and includes strength training, tai chi, badminton, fun, fitness, self defence and a range of sports, games and a social cuppa afterwards.

The program DVD, Back in the Game, was also recognised. The DVD demonstrates various modified games that are adapted to indoor courts, using lightweight equipment and modified rules to increase the fun and reduce the risk of injury. It is used by community organisations and activity providers throughout Victoria.

2011 Australian Family Child Care Awards

The Australian Family Child Care Awards publicly recognise Australia's early childhood educators/carers and services and celebrate those who have made the most outstanding contribution to children, the community and to individual families.

- **Early Educator - Jennifer Broadbent (finalist)**

Mooroopna's Jennifer Broadbent was a finalist in the 2011 Australian Family Child Care Awards after more than 20 years working as family day care educator in Greater Shepparton. Ms Broadbent was one of eight finalists out of a field of about 3000 national nominations.

- **Children's Service of the Year – Greater Shepparton Family Day Care Program (shortlisted)**

Council's Family Day Care program was shortlisted in the Children's Service category. Council has 38 Family Day Care educators offering full-time, part-time and occasional care across Dookie, Mooroopna, Shepparton, Tatura and Toolamba.

COMMUNITY SUPPORT

A summary of awards and grants provided by Council to the Greater Shepparton community during 2010/11.

Community awards

Greater Shepparton City Council is very appreciative of the considerable volunteer support that is provided by community members for a range of community services, facilities and initiatives.

Council is also grateful for the support that volunteers provide directly to council services including the art gallery, events, KidsTown, leisure facilities, meals on wheels, planned activity groups, revegetation activities, Riverlinks, safety programs, tourism and graffiti removal as well as the many community action plan groups, committees of management and advisory committees that work closely with Council to help provide services that otherwise would be unsustainable.

Volunteer Recognition Awards

The second annual Greater Shepparton Volunteer Recognition Awards were presented in May 2011 as part of National Volunteer Week.

Volunteer team

Street Rider Night Bus Volunteer Drivers

The Street Rider Night Bus was introduced in 2009 to improve safety in the CBD by offering a cheap transport alternative at peak times between 1am and 5am on Sunday mornings when taxis are unable to meet demand from patrons leaving late night venues. This has helped get people off the streets and get them safely home with a doorstep service for a gold coin donation in Shepparton and Mooroopna.

The volunteer drivers provide this service for free with coordination from Greater Shepparton City Council and Victoria Police.

Rural Volunteer

Richie Mann

Richie Mann has volunteered to support junior sport in local communities and has travelled with the Goulburn Valley Schoolboys team wherever they have played for many years.

His commitment has been outstanding attending weekly training sessions and on game days for about 6 months of the year at a time. His role as Sports Trainer, treating all sports injuries and putting prevention techniques in practice to protect junior players compliments his volunteer role. At age 83, Richie is still attending trainings and game day matches.

Male Volunteer of the Year

Ken Murray

Since April 2009, going into his third year, Ken Murray has been a volunteer with Making Links Mentoring Program since April 2009.

The program links volunteers and young people with disabilities through a mentor format. The mentors help the young people to grow in confidence, develop new skills and make links into their local communities through exploring educational, vocational and recreational options. Young people have made positive choices for their lives as a result of Ken's mentoring.

Female Volunteer of the Year

Pauline Muirhead

Pauline Muirhead was a founding volunteer member of the Christmas for Those Alone Christmas Day Lunch. She is still a member of this association and has been granted a 'Life Membership' certificate from the committee after 11 years of service.

At the age of 91 years, she is still involved in the lunch and encourages others to help when they can.

Youth Male Volunteer

Brad Corken

As a volunteer at youth organisation Word and Mouth, Brad Corken has helped out with many events and activities including his expertise in the area of sound and technical support. He is a true leader and passionate about his community and his volunteer work.

Youth Female Volunteer

Tamara Whittaker

Tamara is a volunteer with FamilyCare Disability Support Services Program and has a keen interest in working with children with disabilities and special needs. In her spare time, she assists with activities and outings, sporting programs and other recreational activities.

Australia Day Awards

Greater Shepparton City Council provides Australia Day Awards each year in recognition of outstanding contribution to the Greater Shepparton community.

Council also supports local Australia Day committees with their annual awards and events in Arcadia, Dookie, Mooroopna, Murchison, Shepparton, Tatura and Toolamba.

A special Australia Day Citizenship Ceremony was held at Shepparton.

This year, Council also held a special Australian film celebration with Strictly Ballroom screening on an outdoor inflatable cinema screen at Victoria Park Lake during the Australia Day long weekend as part of the Summer Film Festival.

Greater Shepparton Australia Day Citizen of the Year 2011

Mario Bettanin, Shepparton

At 77 years old Mario Bettanin continues to offer his services to the wider community on a daily basis.

He has been a Rotary Club volunteer for 40 years, with the local scout groups for 15 years and a Meals on Wheels volunteer for the past 28 years.

In 2005 he was awarded the Victorian Multicultural Commission's award for Excellence in Multicultural Affairs and in 2007 was awarded an Italian Knighthood for services to the Italian community.

Mario has been involved in the Ethnic Council and is a previous committee member of the Shepparton Multicultural Hostel, where he played an instrumental role in fundraising to establish the hostel.

For the last six years he has volunteered his linguistic skills to produce a weekly radio broadcast with Vision Australia, a program that provides an essential service to older Italians in particular.

Greater Shepparton Australia Day Young Citizen of the Year 2011

Jack McCormick, Murchison

Jack McCormick is heavily involved in the Murchison community and is highly respected by youth in the Murchison community.

He is trained in first aid, life saving and as an Auskick coordinator. He has coordinated numerous sports programs with young people in the Murchison area.

Jack assists with the annual cleaning and painting of the Murchison Swimming Pool as well as volunteering to regularly clean and maintain the pool during the summer season.

As well as playing football in the Murchison Reserves, he acts as a runner and fill-in for the seniors, assists with the thirds training and straps the players. He also sells raffle tickets raising funds for the club.

Local Australia Day Awards

As well as the Greater Shepparton overall awards, local awards are presented by local committees at special events throughout the municipality.

ARCADIA	
Citizen of the Year	Graeme Jennings
MOOROOPNA	
Citizen of the Year	Florence McClure
Young Citizen of the Year	Rachel Salter
SHEPPARTON	
Citizen of the Year	Mario Bettanin
TOOLAMBA	
Citizen of the Year	Helen Morritt

DOOKIE	
Citizen of the Year	Jacinta Harrington
MURCHISON	
Citizen of the Year	Susan O'Mahony
Young Citizen of the Year	Jack McCormick

TATURA and DISTRICT	
Citizen of the Year	Patricia Warnett
Young Citizen of the Year	Madeleine Rijs

Community grants

Greater Shepparton City Council provides community grants through a range of funding programs including the Community Matching Grants, Arts Awards Grants, Our Sporting Future Grants and Festive Grants programs.

This is in addition to in-kind support and sponsorship for various programs, initiatives and events as well as committee of management funding support and a close working relationship with Community Action Plan groups.

Community matching grants

Community matching grants of \$40,783 were provided for 17 projects in 2010/11 through Council's Community Plan Implementation Program.

The matching grants aim to fund community-driven grass roots neighbourhood projects that support community-driven change and help build resilient communities.

Community Matching Grants 2010/11

Organisation	\$	Description
Art Mooveau	1500	Display case
Codgers Capers	2500	Community Garden
Goulburn Valley Congolese Association	2500	Congolese Independence Day celebration
Gowrie Street Primary School	Up to 2500	Community Garden
Harston Hall	5004	Air-conditioning units
Junior Craft Group	2500	Project Name: Junior craft for girls from non-English speaking background
Kialla Hall	3232	Upgrade of electrical system and installation of split system heating/cooling units
Kiwanis Club of Mooroopna	1750 (conditional on other approvals)	Shipping container for safe storage facility
Manna Community Meals	2500	Large fridge

Community Matching Grants 2010/11

Organisation	\$	Description
Merrigum Memorial Hall Reserve Committee	2480	Community hub
Mooroopna Mechanics Hall	2000	Mooroopna Hall & MG O'Brien improvements
Murchison Action Group	2500	Historical bicycle and walking trail signage
Rotary Club of Tatura	2500 (conditional on other approvals)	Mountain bike path linking Shepparton and Tatura
Shepparton & District Nu Vogue Dance Group	1379	Sound/music equipment
Shepparton Soccer Club	1538	Soccer program to introduce Aboriginal and Torres Strait Islander children to the sport
South Sudan Independence Celebration Committee	2000	Independence Day celebration
Undera Landcare	2400 (conditional on other approvals)	Remove peppercorn trees and replace with indigenous species

Arts in the Community Fund

Council has an Arts in the Community program with funding available for projects and events that showcase local arts and culture in the Greater Shepparton region.

Arts in the Community Fund 2010/11

Organisation	\$	Description
Angel Voices Choir	1500	Assist with costumes
Gallery Kaiela	10,000	Artists camp
Goulburn Valley Concert Orchestra	3000	Assist with the costs associated with performances and workshops
Shepparton Brass Band	3000	Assist with the costs of providing its year-round performance program
Australian National Piano Award	2500	Promote piano-playing in the community and deliver a series of events throughout the year including master classes
Taste of Tatura	2500	Support this event which promotes the region's food, wine and local talent and attracts about 1500 people to the town
The Georgy Awards Showcase	4000	Assist with the awards which showcase local theatre productions
Shepparton Artists' Society	2200	Hold the 2011 Art in the Park event
Shepparton Creative Textiles Group	500	Free community workshops
Shepparton Theatre Arts Group	3000	Support the production costs of Watershed, a locally written play

Our Sporting Future Funding Program

The Our Sporting Future Funding Program has been established to assist community organisations with the implementation of small to medium sized facility development projects and development programs for new and developing sporting organisations throughout the Greater Shepparton municipality.

The program has three funding types – Minor, Major and Sports Aid.

Major grants are also provided on a \$1 for \$1 basis with up to \$30,000 available per project.

The Minor and Sports Aid budget for 2010/11 is \$105,000 and \$99,079 of this was allocated through three rounds.

Minor grants are provided on a \$1 for \$1 basis with up to \$15,000 available per project. \$91,046 was approved for nine projects in 2010/11 ranging from \$2000 to \$15,000.

Sports aid grants are available for between \$500 and \$5000 for special projects that support new and developing sporting organisations, or for special access and participation projects. In 2010/11, \$8033 was approved for four projects ranging from \$750 to \$4200.

Council also contributes more than \$2 million to other sporting facility upgrades through its annual capital works program. In 2010/11 this included the Shepparton Park Bowls Club redevelopment as well as oval renewals, lighting upgrades, seating and toilets at various locations throughout the municipality.

Our Sporting Future - MAJOR

Organisation	\$	Description
Dookie Football/Netball Club	30,000	Oval lighting
Shepparton Football/Netball Club	27,035	Disability access elevator
Tatura Football/Netball Club	30,000	Upgrade time keeper facility

Our Sporting Future - MINOR

Organisation	\$	Description
Cricket Shepparton	15,000	Meeting room upgrade
Katandra Football Netball Club	14,328	Netball court redevelopment to meet Netball Victoria standards
Merrigum Bowls Club	4724	Exterior shelter area
Shepparton Car Club	2000	Club car storage facility
Shepparton Golf Club	9200	Shade and seating area for top green
Tallygaroopna Bowling Club	2300	Install cooling/heating units
Tatura Amateur Basketball Association	6050	Adjustable basketball boards and rings to enable all ages to play
Tatura Cricket Club	7444	Lighting for practice nets
Tatura Lawn Tennis Club	15,000	Court resurfacing from concrete to synthetic
Undera Football Netball Club	15,000	New netball court

Our Sporting Future - SPORTS AIDS

Organisation	\$	Description
Big Issue Australia Street Soccer	750	12-month facility hire
Goulburn Valley Hockey Association	1493	Purchase new equipment for Have a Go At Hockey program
Merrigum Bowls Club	1590	Improve access and safety on greens with steps, lawn bowl lifters and non-skid mats
Shepparton Table Tennis Association	4200	Equipment for Keenagers Program and After School Development Program

Festive Grants

\$20,000 was provided for Christmas events in Merrigum, Mooroopna, Murchison, Toolamba, Tatura and Shepparton.

Sponsorship

Greater Shepparton City Council has funds of up to \$500 available for people seeking sponsorship assistance to represent the region at various sporting, community and other significant achievement opportunities. The policy also enables support for local events and celebrations. In 2010/11 Council approved 25 sponsorship requests worth \$10,000.

In addition, more than \$130,000 was provided for more than 20 initiatives in 2010/11 ranging from \$450 towards the opening of Stuart Mock Place in Tatura through to \$10,000 for the Mooroopna New Years Eve Festival, \$50,000 to help the Mooroopna Historical Society purchase a building for a museum and \$50,000 for Murchison Community Care Inc to establish a medical centre.

New event support

Council provided in kind and funding support to more than 80 events during the 2010/11 financial year including \$375,000 in grants to a variety of annual and new major events, festivals, community events and business events.

The total economic impact contributed to the community as result of these events was in excess of \$68 million providing a great boost for the tourism and retail sector.

Below is a snapshot of some of the significant new events Council hosted during 2010/11.

Australian Indoor Bias Bowls Championships

August 22 to 28, Shepparton Sports Stadium

The Shepparton Sports Stadium played host to the first Australian Indoor Bias Bowls National Championships being held in Victoria since 2005. The event saw over 500 competitors from around Australia light up Shepparton for a week of festivities.

Under 15 National Badminton Championships

September 28 to October 2, Shepparton Sports Stadium

The best junior badminton players from each state in Australia and the Oceania region converged on Shepparton for the week long competition for the first National event ever held in Shepparton.

Australian National Piano Awards – 10th Anniversary Presentation

September 6 to 11, Eastbank Centre

This biennial award established in 1992 attracted some of the best pianists from across Australia with many past winners proceeding to international concert careers.

Great Victorian Bike Ride

November 27 to December 5

Dookie (Melbourne University Dookie campus) to Murchison (Murchison Recreation Reserve)

The 2010 Great Victorian Bike Ride was a touring cyclist's delight with 5000 recreation cyclists pedalled their way from the Murray River through the Goulburn Valley and into Marysville.

The 590 kilometre cycling holiday featured some of the well known and hidden secrets of the region including the Strathbogie Ranges, Goulburn Valley, Murray River, Lakes Nagambie and Eildon and top Victorian wineries, thoroughbred studs, orchard and dairy farms. Greater Shepparton was fortunate to play host to two overnight stays at Dookie's Melbourne University campus and at the Murchison Recreation Reserve. This proved to be a valuable experience for those communities with many local service groups being involved in a variety of activities.

3630 Festival

March 14

Shepparton Showgrounds

The 3630 music festival attracted close to 2000 people to the Shepparton Showgrounds on a rainy day in March 2011 to celebrate and bring a special music festival to young people in Shepparton.

The festival showcased the diversity of local talent and combined them with a program that featured highlight acts such as Ryan Meeking, Clare Bowditch, Muscles and Angus and Julia Stone.

Oceania Road and Mountain Bike Championships

March 16 to 20

Road events Dookie Mountain Bike events Mt Major Dookie and Aquamoves

Greater Shepparton played host to the first ever combined Oceania Road and Mountain Bike Championships. This event was very prestigious with winners qualifying for Australian National team spots for the World Championships.

The road component saw more than 350 riders compete on challenging road race and time trial courses in and around the Dookie township.

Mountain bike events were predominately held at Mt Major in Dookie with categories including Cross Country and Downhill as well Four Cross held for the first time on the newly constructed track said to be the longest in Australia.

One of the highlights of the mountain bike racing was the Short Course Cross Country event which was held at a temporary course on Saturday evening near Aquamoves with a huge crowd witnessing some exciting fast paced action.

The Oceania Mountain Bike Championships component also included a round of the Australian Mountain Bike Series with over 400 competitors ensuring a fantastic four days of overall cycling action.

Victorian Ladies State Bowls Carnival

April 3 to 9

Various around the Goulburn Valley

More than 1000 competitors from around Victoria headed to Shepparton for a week long bowling carnival. There were nine different venues used throughout the Goulburn Valley providing another boost to the already thriving Greater Shepparton bowls fraternity and the region with more than \$2 million injected into the local economy.

GOVERNANCE REPORT

A summary of council activities, committees, organisational development initiatives, Best Value and other compliance and legislative information for 2010/11.

Council activities

Council meetings

Council meetings are held at 1pm on the third Monday of each month including public question time. Special Council Meetings are also held as required. Public questions can be submitted prior to the Council meeting.

In 2010/11, 11 Ordinary Council Meetings and five Special Council Meetings were held.

Councillor activities

Regular briefing and short discussion sessions are held with Councillors, usually every Tuesday with on-site tours and inspections held from time to time. Reports of these, and other designated Assemblies of Councillors are provided at each Council Meeting.

Councillors also participate in a range of other training and development opportunities plus boards and committees (see Our Councillors) and various community events, functions and meetings.

Councillors also keep in regular contact with State and Federal Members of Parliament including regular sessions with local parliamentary members and visits from various Ministers and government departments.

Councillors re-introduced the Meet Your Councillor community sessions with informal barbeques and discussions in Undera and Merrigum.

Undera residents flagged water connections to the town, subdividing land, community transport to Shepparton and rural roads as their main areas of interest.

Merrigum residents also wanted to talk about roads as well as roadside mowing, signage to the town and options for smaller towns for ongoing support as they recover from the lingering effects of drought and, more recently, heavy rain.

Citizenship ceremonies are conducted every two months with the largest one being held on Australia Day. Approximately 200 new citizens made their commitment at a local ceremony from many countries. The most common countries of birth for people taking their citizenship pledge were Afghanistan, Albania, Turkey, Iraq, India and The Philippines.

Council Committees

Council can appoint advisory committees and committees with special delegated power. There are 25 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.

Section 86 Committees

Arcadia Community Centre Committee of Management

Ballantyne Centre Committee of Management

Bunbartha Recreation Reserve and Community Centre Committee of Management

Caniambo Hall Committee of Management

Central Park Recreation Reserve Committee of Management

Congupna Recreation Reserve and Community Centre Committee of Management

Cussen Park Committee of Management

Deakin Reserve Advisory Committee

Dhurringile Recreation Reserve and Community Centre Committee of Management

Dookie Memorial Hall Committee of Management

Dookie Recreation Reserve and Community Centre Committee of Management

Greater Shepparton Aerodrome Committee

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 Landfill Site Special Committee

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

Tatura Park Advisory Board

Toolamba Recreation Reserve Committee of Management

New committee appointments

New committee members are sought periodically. The following committees were updated in 2010/11 including Section 86, advisory and other special committees.

Advisory Committees

- Arts Coordinating Group
- Art Gallery Advisory Committee
- Deakin Reserve Advisory Committee
- Older Persons Advisory Committee
- Tatura Park Advisory Board

Committees of Management

- Arcadia Community Centre
- Central Park Recreation Reserve
- Dhurringile Recreation Reserve and Community Centre
- Harston Hall
- Karramomus Recreation Reserve and Community Centre
- Katandra West Community Facilities
- Lemnos Recreation Reserve and Community Centre
- Shepparton Regional Aerodrome
- Tallygaroopna Memorial Hall
- Tallygaroopna Recreation Reserve and Community Centre

Other Section 86 Committees

- Shepparton Show Me
- Kialla Landfill Site Special Committee

Other Committees

- Audit and Risk Management Committee

Audit and Risk Management Committee

Charter review

During the year, the Audit Committee undertook a review of its Charter. The Charter sets out the requirements of the committee to assist Council to meet its responsibilities in areas of financial management, risk management and compliance with statutory requirements and internal and external audits.

The review was undertaken in line with a State Government Publication, *Audit Committees: A Guide to Good Practice for Local Government*. The review provided an opportunity to re-evaluate roles and responsibilities and ensure appropriate guidelines are established to support the committee's functions and to better reflect Council's current requirements.

This review resulted in the Committee amending its title to Greater Shepparton Audit and Risk Management Committee (ARMC) which reflects the developing emphasis on its responsibility regarding risk management.

The Audit and Risk Management Committee is appointed to provide the Council with additional assurance that the financial and internal procedures and systems of the organisations are in order, risks are identified and managed, and the organisation is complying with all laws and regulations affecting it.

The committee comprises two Councillors and three external independent people appointed by Council. The current membership of the committee is:

- Mr Steve Bowmaker, ACA, Chairperson
- Mr Laurie Gleeson, CPA
- Mr Peter Johnson, BA LL B
- Cr Chris Hazelman
- Cr Cherie Crawford

The committee reviews the activities of the independent internal auditor, Pitcher Partners, and external auditor (Auditor General Victoria) and reviews their work on an ongoing basis.

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 four times during the year with the following activities carried out.

- Financial Statements, Standard Statements and Performance Statement for the year ended 30 June 2010 were considered and recommended 'in principle' adoption to Council.
- Received monthly risk management reports including insurance claims, lawsuits, whistleblower and privacy breaches.
- Received a presentation by the Victoria Auditor General on the management letter for year ended 30 June 2010.
- Received the Victoria Auditor General Acquittal report for the 2009/10 Audit results.
- Received and considered Council's monthly financial reports.
- Received a report on the external Audit Strategy for the year ended 30 June 2011.
- Undertook a review of the Committee's Charter.
- Received the Developer Contribution Report.
- Received the Security and Accountability of Stores Report.
- Received the Asset Management Review Report.
- Received a verbal report quarterly from a Line Manager.
- Received a report on the OHS Management System.
- Received National Competition Policy/Competitive Neutrality Review Updates.

Organisational Development

Greater Shepparton City Council is a values-driven organisation.

Organisational values

Leadership

I will set an example that encourages others to strive for positive community outcomes to the best of our ability.

Integrity

I will be honest and ethically upright – I am my word.

Respect

I will show consideration and appreciation of others and seek to understand their point of view.

Innovation

I will think outside the square, challenge the status quo and seek continuous improvement through the application of new ideas and work methods.

Teamwork

I will build the understanding that we all work for the one organisation.

Business Excellence report

Council introduced a Business Excellence Framework in late 2009/10 and has made significant progress in 2010/11 towards developing a values-driven organisational culture that puts customers and community first.

Council's organisational values underpin the Business Excellence Framework which is based on core guiding principles to improve service by understanding what excellence is, how each staff member can make a difference and supporting recognition of excellence in achievement and service.

Based on the theme of Towards Excellence, the framework is backed up with systematic quality management principles, contemporary management tools and a focus on systems thinking.

The first part of this journey was the introduction of organisational values, general business excellence awareness training and an organisational climate survey in late 2009/10.

A number of initiatives have been introduced in 2010/2011 to continue support this Towards Excellence commitment and to encourage staff to demonstrate the values through their day to day work and service delivery.

- Completion of the survey with more than 600 staff taking part and 38 sessions held across five locations.
- Survey results discussed and actioned to encourage behaviour change within and between work teams.
- Towards excellence mentors to help drive cultural change and facilitate continuous improvement projects across Council.
- Inaugural staff reward and recognition awards.
- Developing a new internal leadership training program.
- Streamlining training, development and performance management initiatives with a view to developing a corporate training program with a focus on core skill requirements of staff in key positions across the organisation.
- Systems views developed for work teams.

Council is well underway on its Towards Excellence journey and 2011/12 will help continue to build on these significant investments and achievements as the organisational culture continues to evolve to put customers and community first.

Equal Opportunity and Human Rights

Council is committed to the principles of equal opportunity and has an Equal Opportunity Policy to formalise this commitment.

The policy reflects Council's desire to provide and enjoy a workplace free of discrimination, victimisation, vilification and harassment where each person has the opportunity to progress to the extent of their ability.

It states that:

In all policies and practices of the Council there shall be no discrimination relating to sex, marital status, pregnancy, parental status, race, national or ethnic origin, disability, religious or political affiliation or union activity, or any other attribute covered in relevant State and Federal anti-discrimination legislation, and which is irrelevant to the person's ability to perform the inherent requirements of their job.

Selection of individuals for employment, promotion or advancement, training and staff development, will be on the basis of merit in fair and open competition according to the skills, qualifications, experience, knowledge and efficiency relevant to the position or benefit involved.

The Victorian *Charter of Human Rights and Responsibilities Act 2006* came into full effect in January 2008. It aims to protect human rights of all people in Victoria by requiring that government and other public authorities observe these rights when making decisions, creating laws, setting policies and providing services.

Greater Shepparton City Council is committed to the principles in the charter and is developing a Human Rights Policy and training program.

Ongoing training and information about equal opportunity and human rights is provided as part of Council's formal induction program for employees.

Council's *Enterprise Bargaining Agreement 2008* also reflects a range of family friendly benefits and flexible working arrangement acknowledging our commitment to being a family friendly workplace.

Women's Charter

Greater Shepparton City Council endorsed the Victorian Local Government Women's Charter as part of its participation in the 2010 Year of Women in Local Government.

The charter recognises the need for increased participation by women in key decision making forums by supporting gender equality, diversity and active citizenship.

It also outlines key principles to encourage female representation in the community and in public life. Council is developing an action plan to promote active citizenship by females in Greater Shepparton.

The Goulburn Valley Branch of National Council of Women developed a booklet profiling the leadership roles of women who have had a significant influence in shaping Greater Shepparton including female Councillors since 1969.

Equal opportunity statistics

As at 30 June 2011, Council had 519 full time and part time staff (450.83 equivalent full time). Council also had 277 casual staff contributing hours worth approximately 40 equivalent full time roles.

Occupation type (full time and part time staff)

Occupation	Number of staff		
	Male	Female	Total
CEO	1	0	1
Executive Managers	4	1	5
Managers	15	9	24
Technical	48	13	61
Labourers	121	3	124
Administration	41	175	216
Children's Services	0	88	88
Total	230	289	519

Basis of employment (full time and part time staff)

Employment type	Number of staff		
	Male	Female	Total
Full time	218	142	360
Part time	12	147	159
Total	230	289	519

Basis of employment (full time, part time and casual staff)

	Equivalent full time		
	Male	Female	Total
Full time	218	142	360
Part time	5.44	85.39	90.83
Total (EFT)	223.44	227.39	450.83
Casual	9.6	30.41	40.01
Total including casual (EFT)	233.04	257.8	490.83

Other compliance reports

The following information must be included in Council's annual report in accordance with legislative requirements.

Documents Available for Public Inspection

The Local Government (General) Amendment Regulations were updated in October 2010.

In accordance with the regulations, the following documents are available for public inspection at Council's Welsford Street office.

- details of current allowances fixed for the Mayor and Councillors under section 74 or 74A of the Act;
- the total annual remuneration for all senior officers in respect of the current financial year and the previous financial year, set out in a list that states:
 - (i) ranges of remuneration of senior officers, where the difference between the lower amount and the higher amount in each range must not exceed \$10,000; and
 - (ii) the number of senior officers whose total annual remuneration falls within the ranges referred to in subparagraph (i).
- 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 date, destination, purpose and total cost of the overseas or interstate travel, including accommodation costs;
- names of Council officers who were required to submit a return of interest during the financial year and the dates the returns were submitted;
- names of Councillors who submitted returns of interest during the financial year and the dates the returns were submitted;
- agendas for and minutes of ordinary and special meetings held in the previous 12 months kept under section 93 of the Act except if the minutes relate to parts of meetings which have been closed to members of the public under section 89 of the Act;
- a list of all special committees established by Council and the purpose for which each committee was established;

- a list of all special committees established by the Council which were abolished or ceased to function during the financial year;
- 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;
- a register of delegations kept under sections 87 and 98 of the Act, including the dates on which the last reviews under section 86(6) and 98(6) of the Act took place;
- submissions received in accordance with section 223 of the Act during the previous 12 months;
- agreements to establish regional libraries under section 196 of the Act;
- details of all property, finance and operating leases involving land, buildings, plant, computer equipment or vehicles entered into by the Council as lessor or lessee, including the name of the other party to the lease and the terms and the value of the lease;
- a register of authorised officers appointed under section 224 of the Act;
- a list of donations and grants made by the Council during the financial year, including the names of persons or bodies which have received a donation or grant and the amount of each donation or grant;
- a list of the names of the organisations of which the Council was a member during the financial year and details of all membership fees and other amounts and services provided during that year to each organisation by the Council;
- a list of contracts valued at \$100,000 (or such higher amount as is fixed from time to time under section 186(1) of the Act) or more:
 - (iii) which the Council entered into during the financial year without first engaging in a competitive process; and
 - (iv) which are not contracts referred to in section 186(5) or (5A) of the Act.

Note: The Act provides that an amount higher than \$100,000 may be fixed by Order in Council made under section 186(1) of the Act.

Local Laws

Local Law No 1 Community Living

This local law provides for the administration of Council powers and functions, and for the issue of permits and infringement notices.

It prohibits, regulates and controls activities, events, practices or behaviour in places so that no detriment is caused to the amenity of the neighbourhood, nuisance to a person, or detrimental effect to a person's property.

It also prohibits, regulates and controls activities, events, practices or behaviour in the Maude Street Mall so that no detriment is caused to the amenity of the Mall.

It regulates the droving and movement of livestock throughout the municipal district, minimises 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 also aims to enhance public safety and community amenity.

Local Law No 2 Processes of Local Government (Meetings and Common Seal)

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

Local Law No 5 Drainage of Land

This local law enables better implementation of an exercise of power, under section 163(1) of the *Local Government Act 1989*, to define the obligations of a member of Council staff; and a person authorised by Council when entering land to investigate the carrying out of drainage works on or adjacent to or for the benefit of that land.

This local law defines what a member of Council staff; and a person authorised by Council may do once they have entered land to investigate the carrying out of drainage works on, adjacent to or for the benefit of that land, and provides for the peace, order and good government of the municipal district.

Freedom of Information

The *Freedom of Information Act 1982* establishes a legally enforceable right for public access to information held by Council.

Freedom of Information Activity 2010/2011

Description	Number
Applications received	7
Access granted in full	1
Access granted in part	1
Number not finalised	1

Note: Two applications did not proceed and in the other two cases no documents were found.

Requests for information should be directed to the Freedom of Information Officer, Greater Shepparton City Council, Locked Bag 1000, SHEPPARTON VIC 3632 or phone (03) 5832 9700.

Whistleblowers Protection Act

Council is committed to the aims and objectives of the Whistleblowers Protection Act 2001 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.

Council conducted compulsory Whistleblower training for all full time staff during xxx, to provide staff with an awareness of the Whistleblower Protection Act and the process surrounding the receipt of a protected disclosure.

The Act commenced operation on 1 January 2002, and procedures have been developed that establish a system for reporting disclosures of improper conduct or detrimental action by employees of the Council. These procedures are publicly available at the Council offices and website.

As at 30 June 2011, Council's Protected Disclosure Officers are the people holding the position of:

- Team Leader Governance;
- Manager Organisational Development; and
- Executive Manager Organisational Performance.
- The Protected Disclosure Coordinator is the Chief Executive Officer.

Whistleblower Activity 2010/2011

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	1
Number of requests made by a Whistleblower to the Ombudsman to take over an investigation by the Council	1
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

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.

Listed below are contracts which an internal review identified as potentially being above the specified amounts and which were not subject to a competitive tendering process.

Council has previously taken legal advice in relation to these contracts. In such cases this advice indicates that the potential breaches are defensible, as they resulted from either an aggregation of a number of smaller procurements, often from different areas of the organisation and all individually under the section 186 threshold amounts, or there were components of the expenditure which related to costs incurred by a service provider on Council's behalf and subsequently charged back to the Council, thereby inflating the cost of the procurement above the threshold. In the interests of transparency, the Council has elected to list the contracts below, in spite of legal advice that it is not necessary.

Bank Fees

Total bank fees paid to the Commonwealth Bank exceeded \$150,000, however a significant component of the expenditure relates to charges passed on from Australia Post and BPAY for processing Council payments. In the 2010/2011 financial year Council carried out a tender for banking services.

Credit Management

Credit management fees in excess of \$150,000 were paid to Midstate, however a significant component of the charges was court costs incurred by Midstate on the Council's behalf and subsequently charged back to the Council by Midstate.

Other

There are other suppliers where amounts of greater than \$150,000 were spent that were not subject to a tender process, however the expenditure is based on multiple purchases, all of which are under the tender threshold amounts.

Council operates within the requirements of Section 186 of the *Local Government Act 1989* and is focused on delivering value for money outcomes. An increasing number of tenders will be carried out for the provision of goods and services to Council.

Best Value and Continuous Improvement

Greater Shepparton City Council has applied the principles of the Best Value Review through the adoption and application of a Continuous Improvement procedure.

Under this procedure, Continuous Improvement (Best Value) reports continue to be reviewed and if necessary, updated to show what actions have been taken to address previous recommendations.

The reviews also identify any new recommendations to improve the delivery of programs and services. An assessment of each service against its most current report is also undertaken.

Updated reports are available from Council's Welsford Street office and Council's website along with the Council's Continuous Improvement Annual Report.

Services assessed during 2010/11

Service	Assessed
Aged and Disability Services	Yes
Animals and Local Laws (Administration and Enforcement)	Yes
Aquatic Services	Yes
Art Gallery	Yes
Assets Maintenance – Local road resealing component	Yes
Building Services	Yes
Central Records	Yes
Communications	Yes
Customer Services	Yes
Design Services	Yes
Eastbank and Westside Performing Arts and Convention Centres	Yes
Economic Development, Major Events and Tourism	Yes
Environmental Development	Yes
Environmental Health Services	Yes

Services assessed during 2010/11

Service	Assessed
Family and Children's Services – Long Day Care Services	Yes
Family and Children's Services - Maternal and Child Health	Yes
Financial Services	Yes
Human Resources	Yes
Information Technology	Yes
Operations Department	Yes
Parking Services	Yes
Parks and Reserves	Yes
Pre-Schools	Yes
Property – Buildings and Facilities	Yes
Property – Valuations and Rates Saleyards	Yes
Shepparton Aerodrome	Yes
Shepparton Sports Stadium	Yes
Town Planning Services	Yes
Tatura Park	Yes
Waste Services	Yes

National Competition Policy Compliance

Certification by Chief Executive Officer

Greater Shepparton City Council has complied with the requirements of the National Competition Policy (NCP) for the period 1 July 2010 to 30 June 2011, in accordance with the requirements outlined in *National Competition Policy and Local Government (Revised 2011)* as set out below:

<p>A. Trade Practices Compliance</p> <p>State whether the Council is compliant or non-compliant. If non-compliant, justify or cite actions to redress.</p>	<p>Compliant</p>
<p>B. Local Laws Compliance</p> <p>State whether the Council is compliant or non-compliant. List all local laws made or remade during 2010/11 which impose a restriction on competition.</p>	<p>Compliant</p>
<p>C. Competitive Neutrality Compliance</p> <p>State whether the Council is compliant or non-compliant for all significant businesses. List any significant businesses that are non-compliant.</p>	<p>Compliant</p>

I certify that:

- a) this statement has been prepared in accordance with the 2010-11 National Competition Policy reporting guidelines; and
- b) this statement presents fairly the Council's implementation of the National Competition Policy.

Signed: 
 (Chief Executive Officer)

Date: 12/9/11

DOMESTIC ANIMAL MANAGEMENT PLAN REPORT

*An evaluation of Council's performance against its Domestic Animal
Management Plan for 2010/11.*

Animal Management Plan

Every Council in Victoria is required to prepare a Domestic Animal Management Plan in accordance with the *Domestic Animals Act 1994*.

Under the Act, Councils must prepare a Domestic Animal Management Plan every four years, review the plan annually (and amend if necessary), provide a copy to the State Government and provide an evaluation of the implementation of the plan in its Annual Report.

The following is Greater Shepparton City Council's evaluation for 2010/11.

Performance Against Domestic Animal Management Plan

Extensive records are maintained by Council's Community Rangers and these are regularly compared to other large provincial councils, neighbouring councils and statewide averages through statistics compiled and supplied by Bureau of Animal Welfare, Department of Primary Industry and from other councils.

Greater Shepparton City Council undertakes a continuous improvement review each year.

Key Performance Indicators

Key Performance Indicator	Measure	Target	Year ended 30/06/10	Year ended 30/06/11	
Dog registration rate	Percentage registered/estimated population	80%	92.0%	94.0%	✓
Cat registration rate	Percentage registered/estimated population	39%	41.7%	42.0%	✓
Enforcement success rate	Percentage successful prosecutions/total prosecutions	100%	100%	100%	✓
Animal complaints	Number of complaints per 1000 households	80 or less	67	60	✓
Dog re-housing rate (as per Continuous Improvement Review)	Number re-housed	111 or more	164	169	✓

Key Performance Indicator	Measure	Target	Year ended 30/06/10	Year ended 30/06/11	
Dog euthanasia rate	Percentage of total dogs euthanised/total dogs impounded	50% or less	39.5%	44.7%	✓
Dogs reclaimed	Percentage of total dogs reclaimed/total dogs impounded	37% or more	46.3%	41.2%	✓
Cat re-housing rate (as per continuous improvement review)	Total numbers re-housed	50 or more	43	75	✓
Cat euthanasia rate	Percentage of total cats euthanased/total cats impounded	85% or less	93.1%	92.2%	✗
Cats reclaimed	Percentage of total cats reclaimed/total cats impounded	5% or more	3.3%	2.6%	✗
Domestic Animal Business Compliance rate	Numbers registered/number compliant/number of audits	100% compliance	0%	100%	✓
Send animal registration renewals by first week of March	Animal registration renewals sent by first week of March	Sent by first week of March	Sent by first week of March	Sent by first week of March	✓
Respond to emergency nuisance animal complaints in a timely manner	Minimum response time	30 minutes	30 minutes	30 minutes	✓

Review cycle/date for this plan

This plan will be reviewed annually by the Sustainability and Environment Manager and the Supervisor Animal Control/Local Laws, in consultation with the Director Sustainable Development. The plan will be presented for approval to the Council and subject to the scrutiny of Greater Shepparton City Council community via an annual survey. The Plan will undergo a major review every three years.

ACTION PLAN

OBJECTIVE 3.1 Officer Training and Development

The objective for this section is that all staff involved in animal management, including administration functions, have the knowledge and skills necessary to undertake their work.

Objective	Actions	Who is responsible	When	Resources	Cost	30 June 2011	Result
OH&S procedure development	Participate in development of relevant OH & S procedures (SWIMS)	All community rangers and administration staff (where appropriate)	2008-2010	Time	\$0	All current procedures reviewed and adopted	✓
Conflict resolution training/mediation	Undertake regular training in conflict resolution and mediation	All community rangers and administration staff	Every two years	Time commitment	Training generally supplied by corporate	Three employees undertaken this training as part of Certificate IV	✓
Training in information technology systems	Undertake necessary training to understand Council's systems	Administration staff and Community Ranger's (where appropriate)	As needs are identified	Time commitment from staff and availability of training areas	\$12,000 per annum	Training in information technology systems provided for relevant staff	✓

Objective	Actions	Who is responsible	When	Resources	Cost	30 June 2011	Result
Legislative and industry training	Attendance at seminars etc held to update staff on legislative and industry changes	All staff as appropriate	2008-2010	Time commitment	\$1500 per annum	Attendance at Department of Primary Industries seminars by relevant staff	✓
Firearm training	Undertake firearm training annually	Community rangers	Annually	Time commitment	\$3000 per annum	Firearm training undertaken in February 2011	✓
OH&S training	Undertake relevant training	All staff	2008-2010	Time commitment	\$1500 per annum	Self defence training for relevant staff undertaken in March 2011	✓
Workload analysis	Undertake an analysis of workloads including at peak times	Manager Sustainability and Environment	Annually	Time commitment	\$0	No analysis undertaken	✘

Objective	Actions	Who is responsible	When	Resources	Cost	30 June 2011	Result
Certificate IV – Government Statutory Compliance and Animal Control and Regulation	All Community Ranger's to undertake relevant training	All staff	Upon commencement – Ongoing employment subject to successful completion	12 months	\$7000 at staff turnover	New staff (3) enrolled in training	✓
Increase resources to respond to changing needs	Increase human resources as required following analysis of service need	Manager Sustainability and Environment and Supervisor Animal Control/Local Laws	Annual review	Funding	\$70,000 per annum	Budget request for extra staff member allowed for 50% increase	Partial

OBJECTIVE 3.2 Encouraging Responsible Pet Ownership – Community Education

The objective for this section is to encourage people to manage pets in a way that protects the health and welfare of the animal, maximizes the companion benefits of their pet and minimises the potential for nuisance or harm to others.

Objective	Actions	Who is responsible	When	Resources	Cost	30 June 2011	Result
Website development	Ensure website information is up to date and relevant	Animal shelter attendant Administration staff	Animal Shelter – daily Animal control - every three months	Time commitment	\$0	Information updated regularly	✓
Public relations for responsible pet ownership	Attendance at public areas, meetings schools, radio etc. to explain benefits of responsible pet ownership	All community rangers Manager Sustainability and Environment	When opportunities arise and particularly around pet registration times	Time commitment	\$1000 per annum	Attendance at public events, radio appearances etc to promote responsible pet ownership undertaken	✓
Preparation of written material about responsible pet ownership	Provision of signage for use at animal shelter and remote sites	Manager Sustainability and Environment Supervisor Animal Control/Local Laws	Annually	Time commitment and printing of written material	\$2000 per annum	Signage not yet developed	✗

Objective	Actions	Who is responsible	When	Resources	Cost	30 June 2011	Result
	Preparation of pamphlets for responsible animal management				\$2500 per annum	Pamphlets developed and distributed	✓
	Preparation of advertorials for local newspapers				3. \$0	Various media education campaigns conducted	✓
Provision of litter bag and bins	Place and manage litter bags and bins at strategic locations around urban areas of the municipality	Manager Sustainability and Environment Supervisor Animal Control/Local Laws Community Rangers	2008-2010	Provision of bins, bags and time to manage	\$10,000 per annum	Some litter bags replaced and new facility at Merrigum Corner Park	✓
Community survey	Conduct annual community survey	Manager Sustainability and Environment	Annual	Time and printing	\$7500 per annum	Survey not completed due to lack of budget	✗
Compulsory cat de-sexing	Provide information and implementation of cat de-sexing requirement	Manager Sustainability and Environment	From April 2008	Time and printing	\$1500	Information provided through media and communication channels as part of registration campaign	✓

OBJECTIVE 3.3 Identification and Registration

The objective for this section is to maximise the number of registered and identifiable domestic animals.

Objective	Actions	Who is responsible	When	Resources	Cost	30 June 2011	Result
Animal registration	Seasonal advertising in local media about need to renew registrations	Supervisor Animal Control/Local Laws Manager Sustainability and Environment	March through to June each year	Time commitment and advertising	\$4,000 per annum	Information provided through unpaid media releases and also through Council's Our Greater Shepparton suite of publications including local radio, newspaper and television advertising	✓
Animal registration	Renewal of registration forms forwarded to owners annually with follow up notices in May each year	Supervisor Animal Control/Local Laws Administration staff	January to March each year including follow ups in April – May each year	Printing, time commitment and costs of database update	\$20,000 per annum	Renewals and reminders sent as required	✓
Animal registration	Annual registration checking process	Supervisor Animal Control/Local Laws	April to June each year	Employee cost	\$40,000 per annum	Use 50 per cent of one officer to undertake this work	✓
Animal registration	Participate in State	Supervisor Animal	When	Time commitment	\$3.50 per	Participation	✓

Objective	Actions	Who is responsible	When	Resources	Cost	30 June 2011	Result
	Government Pet Registration Scheme	Control/Local Laws	required annually		dog and \$2 per cat (\$29072 2009/10)	complete	
Animal registration and identification	Compulsory microchipping and registration of domestic animals. Free registration to animals under three months of age	Supervisor Animal Control/Local Laws	January to April each year	Time commitment	\$0	Information provided to public on microchipping and registration through media and council publications	✓
Animal identification	Provisions of microchip scanners to all community rangers	Supervisor Animal Control/Local Laws	Once off provision	Provided in previous financial year	Provided in previous financial year	Provided in previous financial year	NA
Animal registration	Update information about registration on Council website	Administration staff	Update every three months	Time commitment	\$0	Information updated regularly	✓

OBJECTIVE 3.4 Compliance and Enforcement – Local Laws and Orders

The objective for this section is to maximize compliance with domestic animal laws, orders and regulations both state and local.

Objective	Actions	Who is responsible	When	Resources	Cost	30 June 2011	Result
Local law compliance	Ensure response to complaints about domestic animals in urban areas is dealt with in a consistent manner	Supervisor Animal Control/Local Laws Community rangers	Ongoing	Time commitment	\$0	Procedures and processes developed to ensure consistency	✓
	Enforce cat curfew	Supervisor Animal Control/Local Laws Community rangers	Ongoing	Time commitment	\$0	No direct enforcement due to lack of resources	✗
	information about local laws on Council website	f	three months			updated as required	✓
	Investigate the development of off leash areas for dogs	Supervisor Animal Control/Local Laws	To be developed by December 2009	Time commitment	\$0	To be developed for council adoption by September 2011	Partial

OBJECTIVE 3.5 Domestic Animal Businesses

The objective for this section is to work in partnership with domestic animal businesses to achieve Council's domestic animal management goals.

Objective	Actions	Who is responsible	When	Resources	Cost	30 June 2011	Result
Domestic Animal Business	Renewal of registration for Domestic Animal Businesses	Supervisor Animal Control/Local Laws Administration Staff	April to June annually	Time commitment	\$0	Renewals completed	✓
Domestic Animal Business	Respond to complaints about Domestic Animal Businesses	Supervisor Animal Control/Local Laws Community rangers	Ongoing	Time commitment	\$0	Some visits following up complaints	✓

OBJECTIVE 3.6 Declared Dogs

The objective of this section is to minimize the risks of dog attack to the community from dangerous dogs.

Objective	Actions	Who is responsible	When	Resources	Cost	30 June 2011	Result
Dangerous dog compliance	Ensure owners of dangerous and menacing dogs are compliant with regulations and requirements placed on them	Supervisor Animal Control/Local Laws Community rangers	Ongoing	Time commitment	\$0	Resources prevent the ongoing compliance checks. However if complaints are received they are followed up.	Partial
Maintenance of dangerous dog register	Ensure register is kept up to date	Supervisor Animal Control/Local Laws	Ongoing	Time commitment	\$0	Register updated	✓
Restricted breed dogs	Monitor existing restricted breed dogs and investigate reported cases	Supervisor Animal Control/Local Laws Community rangers	Ongoing	Time commitment	\$0	All cases of reported restricted breeds followed up.	✓

OBJECTIVE 3.7 Dog Attacks

The objective of this section is to minimize the risks of dog attack to the community from dogs for both attacks on humans and animals.

Objective	Actions	Who is responsible	When	Resources	Cost	30 June 2011	Result
Dog attack response	Ensure timely response to any dog attack report	Supervisor Animal Control/Local Laws Community rangers	Ongoing	Time commitment	\$0	Response to dog attacks is given highest priority	✓
Website development	Ensure website information is up to date and relevant for issues associated with dog attack	Animal shelter attendant Administration staff	Animal shelter – daily Animal control - every three months	Time commitment	\$0	Tasks not completed	✗
Public relations for responsible pet ownership	Attendance at public areas, meetings schools, radio etc. to explain benefits of responsible dog ownership and the need to reduce dog attacks and how this can best be achieved.	Community rangers Manager Sustainability and Environment	When opportunities arise and particularly around pet registration times	Time commitment	See actions for 3.2	Attendance at public events, radio appearances etc to promote responsible pet ownership undertaken	✓

Objective	Actions	Who is responsible	When	Resources	Cost	30 June 2011	Result
Preparation of written material about responsible pet ownership	Provision of signage for use at animal shelter and remote sites	Manager Sustainability and Environment Supervisor Animal Control/Local Laws	Annually	Time commitment and printing of written material	See actions for 3.2	Signage developed and used as determined	✓
	Preparation of pamphlets for responsible animal management including information relating to dog attacks	Manager Sustainability and Environment Supervisor Animal Control/Local Laws				Pamphlets developed and distributed	✓
	Preparation of advertorials for local newspapers in respect to dog attacks	Manager Sustainability and Environment Supervisor Animal Control/Local Laws				Information provided through general media and communication channels including newspaper, radio and television outlets.	✓

FINANCIAL REPORT

A financial summary for 2010/11 as well as the financial statements, standard statements, certifications and audit report

Financials

Financial Summary

Council is in a sound financial position and returned a net surplus of \$8.7 million, which was \$2 million higher than the budget proposed.

This was primarily due to Council receiving the first 2011/12 instalment for Grants Commission funds of \$2.6 million.

Total value of community assets increased to \$674 million and this reflects the increase in capital works undertaken in 2010/2011, which was \$30 million compared to \$28 million in 2009-2010.

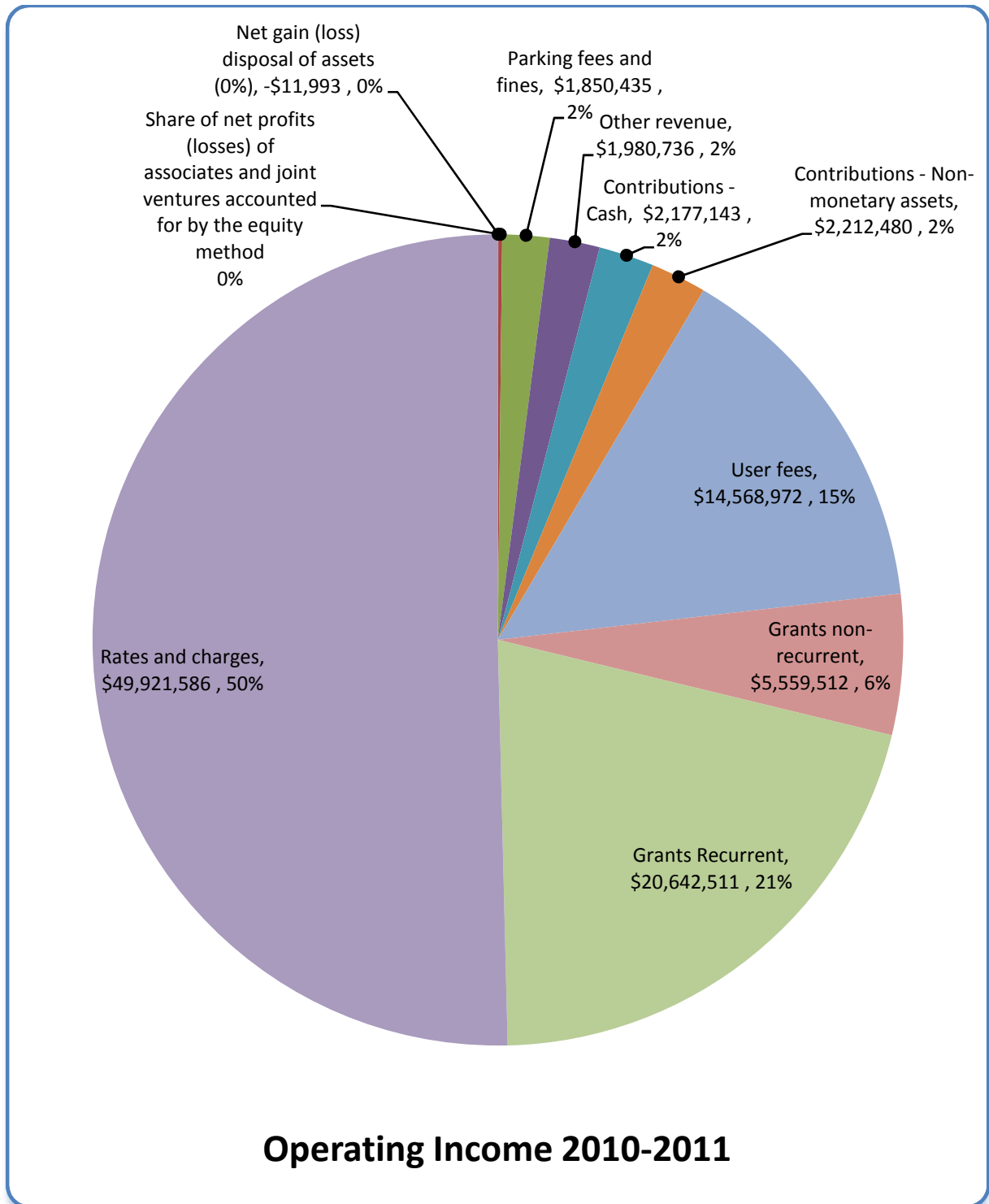
Council updated the 10 year Strategic Financial Model in 2011.

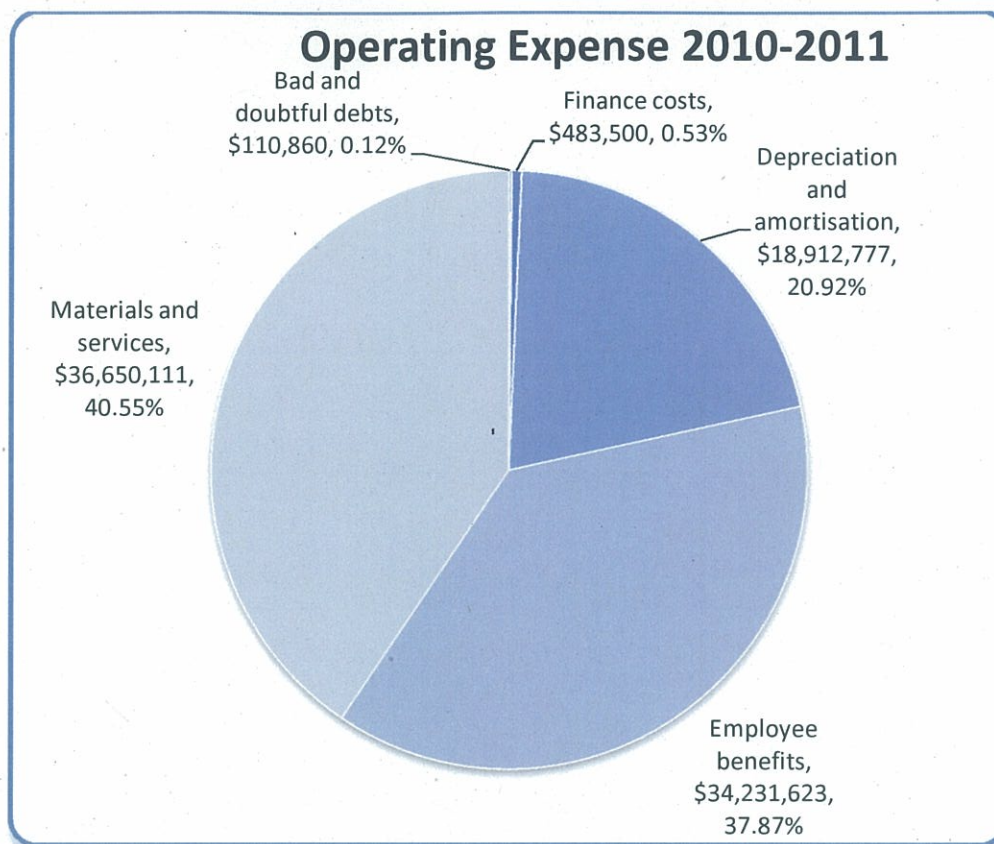
This has helped guide Council's long-term commitments, strategies and master plans. This is particularly important given the size of the current asset base that Council maintains.

Highlights

- Total Operating Expenses \$91.81 million.
- Total Operating Revenues (excluding capital) \$92.88 million.
- Capital Works Completed \$31.7 million.
- Total Capital Revenues \$7.61 million.
- Rates and charges revenue increase of 6.95 per cent.
- Borrowings of \$9 million to facilitate delivery of projects identified in the capital works program.
- Continued prompt payment incentive providing 1.5 per cent discount for ratepayers who pay in full by 30 September.
- Increased commitment of asset renewal to \$16 million.

Operating Income



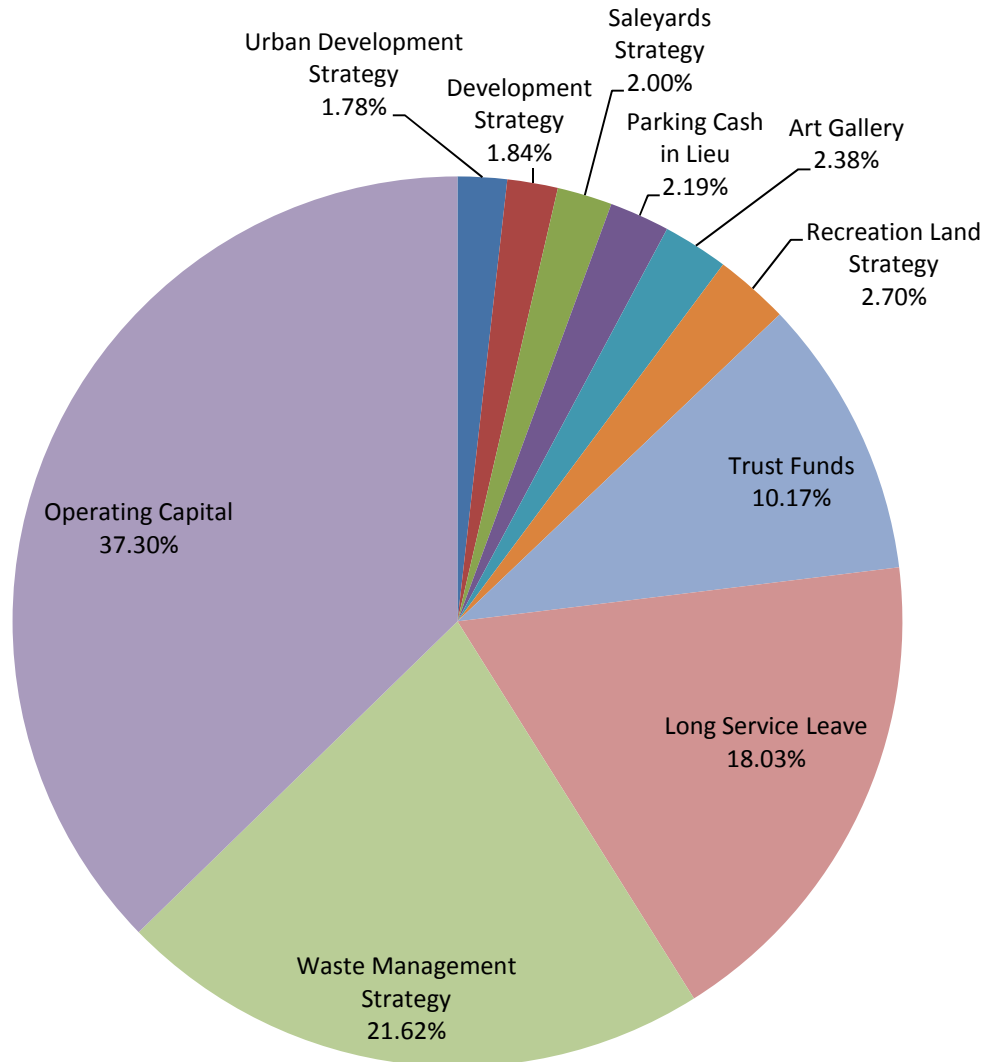


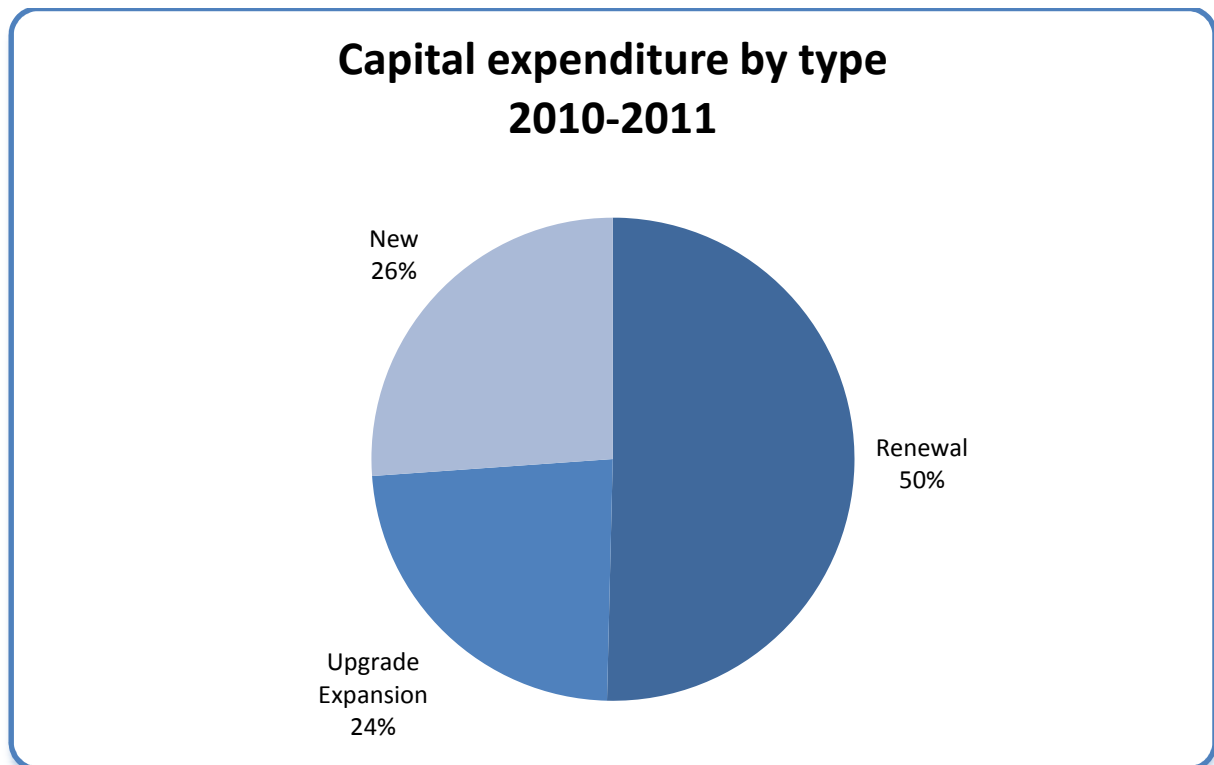
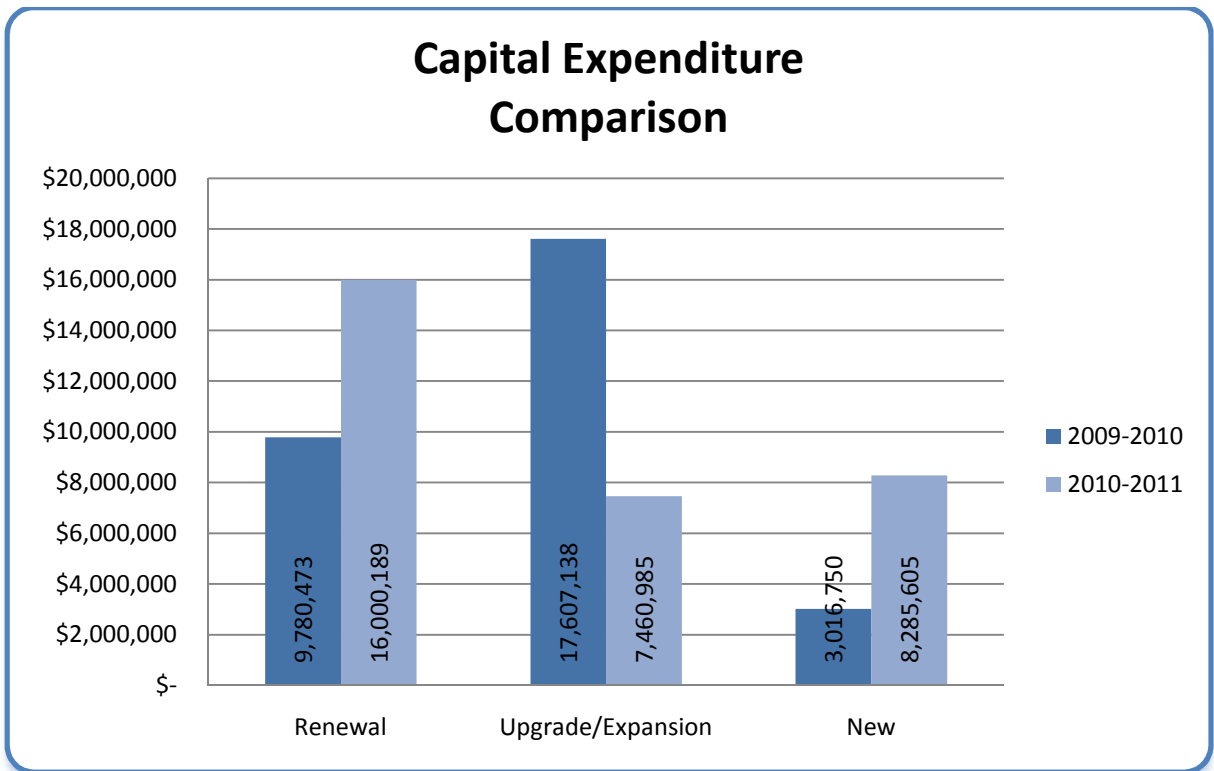
Employee Benefits consists of wages, superannuation and work cover.

Materials and services consist of contracts, consultants, utilities, insurance, motor vehicle running costs, repairs and maintenance and advertising.

Note: Write off demolished assets-is not shown as it was 0% for 2010/11

Council Investments 2010-2011





GREATER SHEPPARTON CITY COUNCIL

Financial Report

Table of Contents

FINANCIAL REPORT		Page
Financial Statements		
Comprehensive Income Statement		1
Balance Sheet		2
Statement of Changes in Equity		3
Cash Flow Statement		4
Notes to Financial Statements		
Introduction		5
Note 1	Significant accounting policies	5
Note 2	Events occurring after balance date	11
Note 3	Rates and charges	12
Note 4	Parking fees and fines	12
Note 5	User fees	12
Note 6	Grants	13
Note 7	Contributions	15
Note 8	Other revenue	15
Note 9	Employee benefits	15
Note 10	Materials and services	16
Note 11	Bad and doubtful debts	16
Note 12	Depreciation and amortisation	16
Note 13	Write off demolished assets	16
Note 14	Net gain(loss) on disposal of assets	17
Note 15	Investment in associates	17
Note 16	Cash and cash equivalents	18
Note 17	Trade and other receivables	18
Note 18	Intangible assets	18
Note 19	Assets held for sale	18
Note 20	Property, plant and equipment, infrastructure	19
Note 21	Trade and other payables	25
Note 22	Trust funds and deposits	25
Note 23	Provisions	25
Note 24	Income received in advance	26
Note 25	Interest-bearing loans and borrowings	26
Note 26	Reserves	26
Note 27	Reconciliation of cash flows from operating activities to surplus(deficit)	27
Note 28	Reconciliation of cash and cash equivalents	27
Note 29	Financing arrangements	27
Note 30	Restricted assets	27
Note 31	Superannuation	28
Note 32	Commitments	29
Note 33	Operating leases	30
Note 34	Contingent liabilities and contingent assets	30
Note 35	Financial instruments	31
Note 36	Auditors remuneration	34
Note 37	Related party transactions	35
Note 38	Revenue, expenses and assets by functions/activities	37
Note 39	Financial ratios (Performance indicators)	38
Note 40	Pending Accounting Standards	39
Certification of the Financial Report		41

**Comprehensive Income Statement
For the Year Ended 30 June 2011**

	Note	2011 \$	2010 \$
Revenue			
Rates and charges	3	49,921,586	45,814,785
Parking fees and fines	4	1,850,435	1,817,263
User fees	5	14,568,972	13,764,111
Grants - Recurrent	6	20,642,511	18,257,857
Grants - Non-recurrent	6	5,559,512	7,169,413
Contributions - Cash	7a	2,177,143	1,288,608
Contributions - Non-monetary assets	7b	2,212,480	4,593,695
Other revenue	8	1,980,736	1,625,325
Net gain(loss) on disposal of assets	14	(11,993)	(44,998)
Share of net profits(losses) of associates and joint ventures accounted for by the equity method	15	157,400	(28,416)
Total revenue		<u>99,058,782</u>	<u>94,257,643</u>
Expenses			
Employee benefits	9	(34,231,623)	(30,567,718)
Materials and services	10	(36,650,111)	(36,746,490)
Bad and doubtful debts	11	(110,860)	(170,115)
Depreciation and amortisation	12	(18,912,777)	(17,426,754)
Write off demolished assets	13	-	(14,470)
Finance costs		(483,500)	-
Total expenses		<u>(90,388,871)</u>	<u>(84,925,547)</u>
Profit(loss) for the period		<u>8,669,911</u>	<u>9,332,096</u>
Other comprehensive income			
Net asset revaluation increment(decrement)		13,515,872	-
Total comprehensive result		<u>22,185,783</u>	<u>9,332,096</u>

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

Balance Sheet
As at 30 June 2011

	Note	2011 \$	2010 \$
Assets			
Current assets			
Cash and cash equivalents	16	28,571,185	29,478,853
Trade and other receivables	17	5,563,684	5,401,807
Intangible assets	18	65,331	65,331
Accrued income		463,740	138,012
Prepayments		36,349	218,079
Inventories		74,396	71,250
Non-current assets classified as held for sale	19	-	71,774
Total current assets		34,774,685	35,445,106
Non-current assets			
Trade and other receivables	17	-	8,000
Investment in associates accounted for using the equity method	15	1,093,015	923,660
Intangible assets	18	1,371,049	1,461,714
Property, plant and equipment, infrastructure	20	637,096,890	608,857,942
Total non-current assets		639,560,954	611,251,316
Total assets		674,335,639	646,696,422
Liabilities			
Current liabilities			
Trade and other payables	21	7,744,926	11,732,613
Trust funds and deposits	22	2,189,064	2,386,356
Provisions	23	7,290,255	6,472,685
Income received in advance	24	218,037	252,596
Interest-bearing loans and borrowings	25	83,528	81,954
Total current liabilities		17,525,810	20,926,204
Non-current liabilities			
Trade and other payables	21	268,418	363,408
Provisions	23	731,778	711,387
Interest-bearing loans and borrowings	25	12,824,518	3,908,046
Total non-current liabilities		13,824,714	4,982,841
Total liabilities		31,350,524	25,909,045
Net Assets		642,985,115	620,787,377
Equity			
Accumulated surplus		284,364,209	275,682,343
Reserves	26	358,620,906	345,105,034
Total Equity		642,985,115	620,787,377

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

**Statement of Changes in Equity
For the Year Ended 30 June 2011**

	Note	Total 2011 \$	Accumulated Surplus 2011 \$	Asset Revaluation Reserve 2011 \$
2011				
Balance at beginning of the financial year		620,787,377	275,682,343	345,105,034
Surplus(deficit) for the year		8,669,911	8,669,911	-
Net asset revaluation increment(decrement)	26	13,515,872	-	13,515,872
Adjustments to last years accounts	15	11,955	11,955	-
Balance at end of the financial year		642,985,115	284,364,209	358,620,906

		Total 2010 \$	Accumulated Surplus 2010 \$	Asset Revaluation Reserve 2010 \$
2010				
Balance at beginning of the financial year		611,455,281	266,350,247	345,105,034
Surplus(deficit) for the year		9,332,096	9,332,096	-
Net asset revaluation increment(decrement)	26	-	-	-
Balance at end of the financial year		620,787,377	275,682,343	345,105,034

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

Cash Flow Statement For the Year Ended 30 June 2011

	2011 Inflows/ (Outflows)	2010 Inflows/ (Outflows)
Note	\$	\$
Cash flows from operating activities		
Rates and charges	49,065,994	45,593,821
Parking fees and fines	1,844,217	1,830,158
User charges and other fines (inclusive of GST)	16,748,207	15,922,338
Grants	26,195,362	25,502,270
Contributions	2,177,143	1,288,608
Interest	1,145,205	1,085,667
Rents	732,119	607,317
Net GST refund	4,550,605	4,352,489
Payments to suppliers (inclusive of GST)	(48,364,605)	(43,972,391)
Payments to employees	(33,330,314)	(29,991,876)
Finance costs	(483,500)	-
Net cash provided by (used in) operating activities	27 20,280,433	22,218,401
Cash flows from investing activities		
Payments for property, plant and equipment, infrastructure	(30,588,708)	(28,134,163)
Proceeds from sale of assets	482,561	480,072
Net cash provided by (used in) investing activities	(30,106,147)	(27,654,091)
Cash flows from financing activities		
Proceeds from Interest-bearing loans and borrowings	9,000,000	3,990,000
Repayment of Interest-bearing loans and borrowings	(81,954)	-
Net cash provided by (used in) financing activities	8,918,046	3,990,000
Net increase(decrease) in cash and cash equivalents	(907,668)	(1,445,690)
Cash and cash equivalents at the beginning of the financial year	29,478,853	30,924,543
Cash and cash equivalents at the end of the financial year	28 28,571,185	29,478,853

The above cash flow statement should be read with the accompanying notes.

Introduction

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

(b) The purpose of the Council is:

- to provide for the peace, order and good government of its municipal district;
- to promote the social, economic and environmental viability and sustainability of the municipal district;
- to ensure that resources are used efficiently and effectively and services are provided in accordance with the Best Value Principles to best meet the needs of the local community;
- to improve the overall quality of life of people in the local community;
- to promote appropriate business and employment opportunities;
- to ensure that services and facilities provided by the Council are accessible and equitable;
- to ensure the equitable imposition of rates and charges; and
- to ensure transparency and accountability in Council decision making.

This financial report is a general purpose financial report that consists of a Comprehensive Income Statement, Balance Sheet, Statement of Changes in Equity, Cash Flow Statement, and notes accompanying these financial statements. The general purpose financial report complies with Australian Accounting Standards, other authoritative pronouncements of the Australian Accounting Standards Board, Urgent Issues Group Interpretations, the *Local Government Act 1989*, and the *Local Government (Finance and Reporting) Regulations 2004*.

Note 1

Significant accounting policies

(a) Basis of accounting

This financial report has been prepared on the accrual and going concern bases.

This financial report has been prepared under the historical cost convention, except where specifically stated in notes 1(f), 1(h), 1(i) and 1(s).

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.

All entities controlled by Council that have material assets or liabilities, such as Special Committees of Management, have been included in this financial report. All transactions between these entities and the Council have been eliminated in full.

(b) Change in accounting policies

No changes in accounting policy

Note 1

Significant accounting policies (cont.)

(c) Revenue recognition

Rates, grants and contributions

Rates, grants and contributions (including Developer Contributions) are recognised as revenues when the Council obtains control over the assets comprising these receipts.

Control over assets acquired from rates is obtained at the commencement of the rating year as it is an enforceable debt linked to the rateable property or, where earlier, upon receipt of the rates.

A provision for doubtful debts on rates has not been established as unpaid rates represents a charge against the rateable property that will be recovered when the property is next sold.

Control over granted assets is normally obtained upon their receipt (or acquittal) or upon earlier notification that a grant has been secured, and are valued at their fair value at the date of transfer.

Contributions are recognised as income when the Council obtains control of the contribution or the right to receive the contribution, it is probable that the economic benefits comprising the contribution will flow to the Council and the amount of the contribution can be measured reliably. Developer gifted assets are recognised at practical completion date.

Where grants or contributions recognised as revenues during the financial year were obtained on condition that they be expended in a particular manner or used over a particular period and those conditions were undischarged at balance date, the unused grant or contribution is disclosed in note 6. The note also discloses the amount of unused grant or contribution from prior years that was expended on Council's operations during the current year.

A liability is recognised in respect of revenue that is reciprocal in nature to the extent that the requisite service has not been provided at balance date.

User charges, fees and fines

User charges, 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. Annual memberships are recognised when the service has been provided.

A provision for doubtful debts is recognised when collection in full is no longer probable.

Sale of property, plant and equipment, infrastructure

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

Interest and rents

Interest and rents are recognised as revenue on a proportional basis when the payment is due, the value of the payment is notified, or the payment is received, whichever first occurs.

Note 1

Significant accounting policies (cont.)

(d) Depreciation of non-current assets

Buildings, land improvements, plant and equipment, infrastructure, heritage assets, 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 infrastructure assets have separate identifiable components that are subject to regular replacement, these components are assigned distinct useful lives and/or residual values and a separate depreciation rate is determined for each component.

Road earthworks are not depreciated.

Art collection and Regalia are not depreciated.

Straight line depreciation is charged based on the residual useful life as determined each year.

Major depreciation periods used are listed below and are consistent with the prior year unless otherwise stated:

	Period
Property	
Buildings and Land improvements	
Land improvements	10 to 80 years
Buildings	60 to 100 years
Heritage assets	
Heritage assets	40 to 150 years
Plant and equipment	
Plant, machinery and equipment	5 to 15 years
Furniture, equipment and computers	3 to 30 years
Infrastructure	
Roads	
Road pavements and seals	10 to 50 years
Road substructure	40 to 60 years
Road kerb, channel and minor culverts	10 to 50 years
Roundabouts	30 to 100 years
Bridges deck	50 to 100 years
Footpaths	10 to 50 years
Bike paths	10 to 50 years
Drainage	60 to 100 years
Naturestrip trees	10 to 50 years
Regulatory signs	3 to 20 years
Street furniture	10 to 50 years
Litter Bins	
Bus Shelters	
Outdoor Furnishings	

(e) Repairs and maintenance

Routine maintenance, repair costs, and minor renewal costs are expensed as incurred. 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.

Note 1

Significant accounting policies (cont.)

(f) Recognition and measurement of assets

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 amount for which the asset could be exchanged between knowledgeable willing parties in an arm's length transaction.

From 1 July 2008 Council changed the recognition criteria for Developer gifted assets from the liability period date to the practical completion date (refer to note 7(b)).

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.

The following classes of assets have been recognised in note 20. In accordance with Council's policy, the threshold limits detailed below have been applied when recognising assets within an applicable asset class and unless otherwise stated are consistent with the prior year:

	Threshold Limit
	\$
Property	
Buildings and land improvements	
Land	10,000
Land under roads	10,000
Land improvements	2,000
Buildings	10,000
Heritage assets	
Heritage assets	10,000
Plant and equipment	
Plant, machinery and equipment	2,000
Furniture, equipment and computers	500
Art collection and regalia	3,000
Infrastructure	
Roads	
Road pavements and seals	20,000
Road substructure	20,000
Road kerb, channel and minor culverts	5,000
Roundabouts	20,000
Bridges deck	20,000
Footpaths	2,000
Drainage	3,000
Naturestrip trees	3,000
Regulatory signs	3,000
Bike paths	2,000
Other	
Other assets	3,000
Intangible assets	
Intangible assets	1,000

Revaluation

Subsequent to the initial recognition of assets, non-current physical assets, other than plant and equipment, are measured at their fair value, being the amount for which the assets could be exchanged between knowledgeable willing parties in an arms length transaction. 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.

Note 1

Significant accounting policies (cont.)

(f) Recognition and measurement of assets (cont.)

Revaluation (cont)

In addition, Council undertakes a formal revaluation of land, buildings, and infrastructure assets on a regular basis ranging from 1 to 3 years. The valuation is performed either by experienced council officers or independent experts.

The Council's policy includes the requirement to revalue artwork and regalia every three years. This was due, but unable to be done during the 2010/11 financial year due to reconstruction works. The revaluation is planned to be performed during the 2011/12 financial year. This, however, is not in contravention of the accounting standards which have a time frame of 3-5 years.

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

Land under roads

Council has elected not to recognise land under roads as an asset that it controlled as at 30 June 2008 in accordance with AASB 1051 Land under Roads, and any acquisitions from 1 July 2008 are brought to account using the cost basis, if material.

(g) Cash and cash equivalents

For the purposes of the statement of cash flows, cash and cash equivalents include cash on hand, deposits at call, and other highly liquid investments that are readily convertible to cash at the Council's option and are subject to insignificant risk of changes in value, net of outstanding bank overdrafts.

(h) Investments

Investments, other than investments in associates, are measured at cost.

(i) Accounting for investment in associates

Council's investment in associates is accounted for by the equity method as the Council has the ability to influence rather than control the operations of the entities. The investment is initially recorded at the cost of acquisition and adjusted thereafter for post-acquisition changes in the Council's share of the net assets of the entities. The Council's share of the financial result of the entities is recognised in the Comprehensive Income Statement.

(j) Tender deposits

Amounts received as tender deposits and retention amounts controlled by Council are recognised as Trust funds until they are returned or forfeited (refer to note 22).

(k) Employee benefits

Wages and salaries

Liabilities for wages and salaries and rostered days off are recognised and are measured as the amount unpaid at balance date and include appropriate oncosts such as work cover charges.

Annual leave

Annual leave entitlements are accrued on a pro rata basis in respect of services provided by employees up to balance date and are measured at the amount expected to be paid, including appropriate oncosts, when the accrued obligation is settled.

Note 1

Significant accounting policies (cont.)

(k) Employee benefits (cont)

Long service leave

Long service leave entitlements are vested to Council employees after a period of seven years. They are assessed at balance date having regard to expected employee remuneration rates on settlement, employment related oncosts and other factors including accumulated years of employment, on settlement, and experience of employee departure per year of service. Long service leave expected to be paid within 12 months is measured at nominal value based on the amount expected to be paid when settled. Long service leave expected to be paid later than one year has been measured at the present value of the estimated future cash outflows to be made for these accrued entitlements. Commonwealth bond rates are used for discounting future cash flows.

Classification of employee benefits

An employee benefit liability is classified as a current liability if the Council does not have an unconditional right to defer settlement of the liability for at least 12 months after the end of the period. This would include all annual leave and unconditional long service leave entitlements.

Superannuation

A liability is recognised in respect of Council's present obligation to meet the unfunded obligations of defined benefit superannuation schemes to which its employees are members. The liability is defined as the Council's share of the scheme's unfunded position, being the difference between the present value of employees' accrued benefits and the net market value of the scheme's assets at balance date. The liability also includes applicable contributions tax of 17.65 %. A call was made on Council's unfunded superannuation liability; refer to Note 31.

The superannuation expense for the reporting year is the amount of the statutory contribution the Council makes to the superannuation plan which provides benefits to its employees together with any movements (favourable/unfavourable) in the position of any defined benefits schemes. Details of these arrangements are recorded in note 31.

(l) Leases

Operating leases

Lease payments for operating leases are recognised as an expense in the years in which they are incurred as this reflects the pattern of benefits derived by the Council.

(m) Allocation between current and non-current

In the determination of whether an asset or liability is current or non-current, consideration is given to the time when each asset or liability is expected to be settled. The asset or liability is classified as current if it is expected to be settled within the next 12 months, being the Council's operational cycle, or if the Council does not have an unconditional right to defer settlement of a liability for at least 12 months after the reporting date.

(n) Agreements equally proportionately unperformed

The Council does not recognise assets and liabilities arising from agreements that are equally proportionately unperformed in the Balance Sheet. Such agreements are recognised on an 'as incurred' basis.

(o) Web site costs

Costs in relation to websites are charged as an expense in the period in which they are incurred.

Note 1

Significant accounting policies (cont.)

(p) Goods and Services Tax (GST)

Revenues, expenses and assets are recognised net of the amount of GST, except where the amount of GST incurred is not recoverable from the Australian Tax Office. In these circumstances the GST is recognised as part of the cost of acquisition of the asset or as part of an item of the expense. Receivables and payables in the balance sheet are shown inclusive of GST.

Cash flows are presented in the cash flow statement on a gross basis, except for the GST component of investing and financing activities, which are disclosed as operating cash flows.

(q) 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 to sell 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 income statement.

(r) Inventories

Inventories held for distribution are measured at cost adjusted when applicable for any loss of service potential. Other inventories are measured at the lower of cost and net realisable value.

(s) Non-current assets held for sale

A non-current asset held for sale is measured at the lower of its carrying amount and fair value less costs to sell.

Note 2

Events occurring after balance date

At the date of this report no issues have been identified which would significantly affect the financial position reported herein.

	2011	2010
	\$	\$
Note 3		
Rates and charges		
<p>Council uses Capital Improved Value (CIV) as the basis of valuation of all properties within the municipal district. The CIV of a property is the market value of the property which takes into account the land and all improvements fixed to the land.</p> <p>The valuation base used to calculate general rates for 2010/2011 was \$8,283 million (2009/2010 \$8,067 million):</p>		
	21,852,825	20,323,869
Residential	10,114,663	9,065,773
Commercial	4,704,223	4,358,362
Industrial	6,266,222	5,942,990
Farm/Rural	145,326	9,997
Supplementary rates and rate adjustments	6,451,060	5,797,565
Garbage charge	387,267	316,229
Interest on rates	<u>49,921,586</u>	<u>45,814,785</u>
<p>The date of the last general revaluation of land for rating purposes within the municipal district was 1 January 2010, and the valuation first applied to the rating period commencing 1 July 2010.</p> <p>The date of the next general revaluation of land for rating purposes within the municipal district is 1 January 2012, and the valuation will be applied in the rating year commencing 1 July 2012.</p> <p>Supplementary rates and rate adjustments undertaken after the annual calculation incorporate a number of valuation objections.</p>		
Note 4		
Parking fees and fines		
Infringements and costs	598,350	535,835
PERIN court recoveries	47,169	62,852
Fees - ticket machines	378,156	365,090
Fees - parking meters	816,230	834,217
Permits	10,530	19,269
	<u>1,850,435</u>	<u>1,817,263</u>
Note 5		
User fees		
Aged and Disability services	705,191	637,124
Animal Control	581,202	562,722
Aquatic Facilities	2,424,862	2,425,658
Arts and Culture	691,584	753,438
Childrens Services	1,710,465	1,658,764
Development Facilities	1,370,250	1,332,399
Environmental Health	272,674	270,532
Financial Services	726,900	673,042
Miscellaneous	103,748	109,157
Private Works	165,315	137,158
Recreational Facilities	619,344	632,543
Saleyards	1,160,629	1,067,113
Tourism	490,820	516,642
Waste Management	3,545,988	2,987,819
	<u>14,568,972</u>	<u>13,764,111</u>

	2011	2010
	\$	\$
Note 6		
Grants		
Grants were received in respect of the following :		
Commonwealth Government		
<i>Council Organisation and Management</i>		
Corporate Services	520,000	770,000
	<u>520,000</u>	<u>770,000</u>
<i>Community Life</i>		
Aged & Disability Services	804,068	757,566
Childrens Services	1,817,236	1,977,747
Other Community Programs	651,531	525,884
Public Open Space		578,406
Sports Facilities		-
	<u>3,272,835</u>	<u>3,839,603</u>
<i>Infrastructure</i>		
Planning Investigation & Design		10,000
Public Buildings		-
Roads to Recovery	1,452,960	1,452,960
	<u>1,452,960</u>	<u>1,462,960</u>
<i>Economic Development</i>		
Development Services	136,443	861,250
Tourism	2,500	150,000
	<u>138,943</u>	<u>1,011,250</u>
<i>Settlement and Housing</i>		
Development Facilities	142,043	1,577,000
Environmental Health		-
	<u>142,043</u>	<u>1,577,000</u>
Commonwealth Government Total	<u>5,526,781</u>	<u>8,660,813</u>
State Government		
<i>Council Organisation and Management</i>		
Victorian Grants Commission Unallocated	7,360,462	6,742,874
Victorian Grants Commission Local Roads Management (Directorate)	2,690,217	2,491,338
Financial Services	9,218	4,000
Governance		-
	<u>10,059,897</u>	<u>9,238,212</u>
<i>Infrastructure</i>		
Local Roads	1,149,542	211,531
Parking Management	75,042	54,705
Planning Investigation & Design	70,200	-
Plant	106,490	7,220
Depot	34,621	31,814
	<u>1,435,895</u>	<u>305,270</u>
<i>Economic Development</i>		
Development Services	733,802	631,324
Saleyards		12,000
Tourism	250,000	-
	<u>983,802</u>	<u>643,324</u>
<i>Settlement and Housing</i>		
Development Facilities	10,000	8,000
Environmental Health	86,731	77,604
	<u>96,731</u>	<u>85,604</u>

	2011	2010
	\$	\$
Note 6		
Grants (cont)		
<i>Community Life</i>		
Arts & Culture	366,000	460,882
Aged & Disability Services	2,944,084	2,680,636
Aquatic Facilities	5,000	500,000
Childrens Services	2,805,497	1,965,924
Law Order & Safety	63,872	34,403
Public Open Space	107,000	176,068
Sports Facilities	137,565	32,591
Other Community Programs	1,428,144	394,295
	<u>7,857,162</u>	<u>6,244,799</u>
<i>Environment</i>		
Drainage	190,500	50,000
Environmental Management	2,800	2,000
Waste Management	48,455	197,248
	<u>241,755</u>	<u>249,248</u>
State Government Total	<u>20,675,242</u>	<u>16,766,457</u>
Total	<u>26,202,023</u>	<u>25,427,270</u>
Recurrent	20,642,511	18,257,857
Non-recurrent	5,559,512	7,169,413
Total	<u>26,202,023</u>	<u>25,427,270</u>

Conditions on Grants

Grants recognised as revenue during the year that were obtained on condition that they be expended in a specified manner that had not occurred at balance date were:

Shepparton Tertiary Education	33,500	-
Change Management for Kindergartens	36,000	-
Universal Access to Early Childhood Development	20,000	-
Stormwater Quality		10,909
Queens Gardens		573,000
Children's Centre Development		121,000
Strengthening Basins		20,000
Best Start	382,519	
Active Service Management	39,500	
Isobel Pearce Extension	143,071	
Community Connections	78,605	
Supported Parents Group	17,085	
John Gray Shelter	80,000	-
Victorian Grants Commission		2,416,917
Merrigum Town Park	160,000	-
Stuart Reserve (Go Fish)	72,727	-
LEAD (Embracing Diversity)	55,903	-
TQUAL Funding	167,801	-
COAG Healthy Community Project	137,565	-
HACC minor capital grant - personal alarms	35,000	-
Vibert Reserve Development	312,564	-
Emergency Works Grants	31,500	-
	<u>1,803,340</u>	<u>3,141,826</u>

	2011	2010
	\$	\$
Note 6		
Grants (cont)		
Grants which were recognised as revenue in prior years and were expended during the current year in the manner specified by the grantor were:		
North Shepparton Community Hub		894,500
Queens Gardens	442,480	
Early Start Kindergarten	32,800	
Strengthening Basins	20,000	
Grants Commission	2,416,917	2,260,864
Word of Mouth Program		39,547
Community Hall Works		15,000
Health Youth Healthy Towns	97,850	2,150
LEAD (Embracing Diversity)		78,500
River Connect Program	20,000	60,000
Drought Activity		40,000
Minor grant for provision of transport to clients	35,000	
Roads to Recovery		103,000
Water Saving Hub		25,000
Transport Connections	159,624	-
	<u>3,224,671</u>	<u>3,518,561</u>
Net increase(decrease) in restricted assets resulting from grant revenues for the year:	<u>(1,421,331)</u>	<u>(376,735)</u>
Note 7		
Contributions		
(a) Cash		
Developer contributions - Cash	898,907	860,706
Other contributions - Cash	1,278,236	427,902
	<u>2,177,143</u>	<u>1,288,608</u>
(b) Non-monetary assets		
Art Collection Gifted/Donated - Non-monetary assets	-	18,510
Developer contributions - Non-monetary assets	2,212,480	4,575,185
	<u>2,212,480</u>	<u>4,593,695</u>
Total	<u>4,389,623</u>	<u>5,882,303</u>
Note 8		
Other revenue		
Interest	1,257,590	1,020,184
Rent	723,146	605,141
	<u>1,980,736</u>	<u>1,625,325</u>
Note 9		
Employee benefits		
Wages and salaries *	29,715,929	27,411,379
Superannuation (note 31) **	3,754,071	2,598,675
Fringe benefits tax and work cover	761,623	557,664
	<u>34,231,623</u>	<u>30,567,718</u>
* Maternal & Child Health services contract finished in 2009-2010 and came back in-house		
** Additional cal to meet obligations in relation Defined Benefit Plan - \$1,033,006		

		2011	2010
		\$	\$
Note 10	Materials and services		
	Aged and Disability Services	3,232,747	3,143,480
	Childcare	1,553,708	2,251,199
	Local Laws	1,164,237	658,715
	Aquatic Facilities	966,744	966,164
	Arts and Culture	1,216,473	1,322,923
	Library	1,426,671	1,124,138
	Public Open Space Maintenance	3,862,228	3,671,868
	Local Roads	4,372,785	7,529,392
	Waste Management	6,095,867	5,584,407
	Saleyards	825,667	693,752
	Economic Development	3,159,531	2,466,854
	Administration	8,773,453	7,333,598
		<u>36,650,111</u>	<u>36,746,490</u>
Note 11	Bad and doubtful debts		
	Parking infringement debtors	100,221	126,167
	Other Debtors	10,639	43,948
		<u>110,860</u>	<u>170,115</u>
Note 12	Depreciation		
	Land Improvements	1,056,970	531,538
	Buildings	2,513,431	2,049,800
	Heritage Assets	22,056	22,056
	Plant, Machinery and Equipment	1,218,452	1,086,097
	Furniture, Equipment and Computers	1,542,819	1,513,524
	Roads	9,382,009	9,141,501
	Footpaths	627,999	616,664
	Kerb and Channel	620,868	615,689
	Drainage	1,287,668	1,238,415
	Roundabouts	14,873	14,604
	Bridges	141,923	138,137
	Regulatory Signs	237,454	232,152
	Naturestrip Trees	109,136	107,573
	Street Furniture	50,576	35,725
	Bike Paths	86,543	83,279
		<u>18,912,777</u>	<u>17,426,754</u>
Note 13	Write off demolished assets		
	Maude St Mall Kiosk	-	14,470
		<u>-</u>	<u>14,470</u>

	2011	2010
	\$	\$
Note 14		
Net gain(loss) on disposal of assets		
<i>Plant and equipment</i>		
Proceeds from sale of assets	314,622	277,948
Written down value of assets sold	(323,406)	(286,306)
Net gain(loss) on sale of plant and equipment	<u>(8,784)</u>	<u>(8,358)</u>
<i>Intangibles</i>		
Proceeds from sale of assets	90,665	34,669
Written down value of assets sold	(90,665)	(34,669)
Net gain(loss) on sale of intangible assets	<u>-</u>	<u>-</u>
<i>Land and buildings</i>		
Proceeds from sale of assets	77,274	167,455
Written down value of assets sold	(71,774)	(195,709)
Selling expenses	(8,709)	(8,386)
Net gain(loss) on sale of land and buildings	<u>(3,209)</u>	<u>(36,640)</u>
Summary		
Proceeds from sale of assets	482,561	480,072
Written down value of assets sold	(485,845)	(516,684)
Selling expenses	(8,709)	(8,386)
Net gain(loss) on sale of assets	<u>(11,993)</u>	<u>(44,998)</u>
Note 15		
Investment in associates		
Goulburn Valley Regional Library Corporation		
<i>Background</i>		
Investment percentage 61.15% in 2010/2011 (61.15% in 2009/2010)		
<i>Council's share of accumulated surplus(deficit)</i>		
Council's share of accumulated surplus(deficit) at start of year	(955,622)	(927,206)
Reported surplus(deficit) for year	157,400	(28,416)
Adjustments to last years accounts	11,955	-
Council's share of accumulated surplus(deficit) at end of year	<u>(786,267)</u>	<u>(955,622)</u>
<i>Movement in carrying value of specific investment</i>		
Carrying value of investment at start of year	923,660	952,076
Share of surplus(deficit) for year	157,400	(28,416)
Adjustments to last years accounts	11,955	-
Carrying value of investment at end of year	<u>1,093,015</u>	<u>923,660</u>

	2011	2010
	\$	\$
Note 16		
Cash and cash equivalents		
Cash at bank and on hand	2,017,104	3,422,984
Bank bills	26,554,081	26,055,869
	<u>28,571,185</u>	<u>29,478,853</u>
Represented by:		
Cash on hand	8,780	8,280
Cash at bank	2,008,324	3,414,704
	<u>2,017,104</u>	<u>3,422,984</u>
Discretionary investments	189,451	228,335
Non-discretionary investments	21,074,634	21,039,965
Long service leave reserve (note 30)	5,289,996	4,787,569
	<u>26,554,081</u>	<u>26,055,869</u>
Total cash assets	<u>28,571,185</u>	<u>29,478,853</u>

Non-discretionary investments are funds held predominantly for Capital works.

Note 17		
Trade and other receivables		
Current		
Rates debtors	2,726,795	1,871,203
Parking infringement debtors	305,396	278,599
Provision for doubtful debts - parking infringements	(101,070)	(80,490)
Loans and advances to community organisations	8,000	8,000
Other debtors	1,842,581	2,227,618
Provision for doubtful debts - other debtors	(50,000)	(50,000)
Net GST receivable	831,982	1,146,877
	<u>5,563,684</u>	<u>5,401,807</u>
Non-current		
Loans and advances to community organisations	-	8,000
	<u>-</u>	<u>8,000</u>
Total	<u>5,563,684</u>	<u>5,409,807</u>

Note 18		
Intangible assets		
Current		
Right to receive revenue	65,331	65,331
	<u>65,331</u>	<u>65,331</u>
Non-current		
Right to receive revenue	1,371,049	1,461,714
Total	<u>1,436,380</u>	<u>1,527,045</u>

Note: Right represents the value held for Council's share of development and resale of Parkside Gardens. These are valued at lower of the last revaluation and recoverable amount. Annual impairment testing is undertaken to ensure that the carrying amount is not higher than the recoverable amount.

Note 19		
Assets held for sale		
Land held at independent valuation as at 30 June 2005 (a)	-	15,000
Capitalised development costs	-	56,774
	<u>-</u>	<u>71,774</u>

(a) Valuation of land held for sale has been undertaken by a qualified independent valuer, Goulburn Valley Property Services. The valuation of land is at fair value, being market value based.

	2011	2010
	\$	\$
Note 20		
Property, plant and equipment, infrastructure		
Summary		
at cost	69,086,950	85,799,905
Less accumulated depreciation	20,773,625	20,897,529
	<u>48,313,325</u>	<u>64,902,376</u>
at independent valuation as at 30 June 2008	12,929,616	236,236,834
Less accumulated depreciation	-	54,962,492
	<u>12,929,616</u>	<u>181,274,342</u>
at Council valuation as at 30 June 2009	606,305,182	606,305,182
Less accumulated depreciation	255,814,689	243,623,958
	<u>350,490,493</u>	<u>362,681,224</u>
at Council valuation as at 30 June 2011	293,469,354	-
Less accumulated depreciation	68,105,898	-
	<u>225,363,456</u>	<u>-</u>
Total	<u>637,096,890</u>	<u>608,857,942</u>
Property		
Land		
at cost	-	4,272,105
at independent valuation as at 30 June 2008	-	75,478,338
at independent valuation as at 30 June 2011	94,559,398	-
	<u>94,559,398</u>	<u>79,750,443</u>
Land under roads		
at cost	1,632,138	1,118,214
	<u>1,632,138</u>	<u>1,118,214</u>
Land improvements		
at cost	-	7,130,557
Less accumulated depreciation	-	547,110
	<u>-</u>	<u>6,583,447</u>
at independent valuation as at 30 June 2008	-	12,336,520
Less accumulated depreciation	-	3,460,089
	<u>-</u>	<u>8,876,431</u>
at independent valuation as at 30 June 2011	25,610,120	-
Less accumulated depreciation	5,135,507	-
	<u>20,474,613</u>	<u>-</u>
Total Land	<u>116,666,149</u>	<u>96,328,535</u>
Buildings		
at cost	-	13,132,276
Less accumulated depreciation	-	2,195,250
	<u>-</u>	<u>10,937,026</u>
at independent valuation as at 30 June 2008	-	132,187,174
Less accumulated depreciation	-	50,546,868
	<u>-</u>	<u>81,640,306</u>
at independent valuation as at 30 June 2011	169,364,714	-
Less Accumulated depreciation	81,774,189	-
	<u>107,590,525</u>	<u>-</u>
Total Buildings	<u>107,590,525</u>	<u>92,577,332</u>

	2011	2010
	\$	\$
Note 20		
Property, plant and equipment, infrastructure		
Heritage assets		
at independent valuation as at 30 June 2008	-	3,305,186
Less accumulated depreciation	-	955,535
	<u>-</u>	<u>2,349,651</u>
at independent valuation as at 30 June 2011	3,935,122	-
Less accumulated depreciation	1,196,202	-
	<u>2,738,920</u>	<u>-</u>
Total Heritage	<u>2,738,920</u>	<u>2,349,651</u>
Total Property	<u>226,995,594</u>	<u>191,255,518</u>
Valuation of land and buildings were undertaken by a qualified independent valuer, LG Valuation Services. The valuation of buildings is at fair value based on current replacement cost less accumulated depreciation at the date of valuation. The valuation of land is at fair value, being market value based.		
Land under roads is valued at deemed cost. Deemed cost is based on council valuations at date acquired for acquisitions since 1 July 2008, adjusting for englobo (undeveloped and/or unserviced) characteristics, access rights and private interests of other parties and entitlements of infrastructure assets and services.		
Plant and Equipment		
Plant, Machinery and Equipment		
at cost	12,267,259	11,962,914
Less accumulated depreciation	7,230,105	6,522,781
	<u>5,037,154</u>	<u>5,440,133</u>
Furniture, Equipment and Computers		
at cost	19,253,020	17,536,442
Less accumulated depreciation	13,142,201	11,599,382
	<u>6,110,819</u>	<u>5,937,060</u>
Art Collection and Regalia		
at cost	367,559	215,181
at independent valuation as at 30 June 2008	12,929,616	12,929,616
	<u>13,297,175</u>	<u>13,144,797</u>
Total Plant and Equipment	<u>24,445,148</u>	<u>24,521,990</u>
Valuation of Art Collection was undertaken by an independent valuer, Leonard Joel Australia. Valuation of Regalia was undertaken by an independent valuer, P. Blashki & Sons Pty. Ltd. The valuations have been made considering the prevailing market conditions of commercial worth.		
Infrastructure		
Roads		
at cost	20,576,529	7,428,294
Less accumulated depreciation	293,188	26,340
	<u>20,283,341</u>	<u>7,401,954</u>
at Council valuation as at 30 June 2009	421,058,497	421,058,497
Less accumulated depreciation	161,667,123	152,551,962
	<u>259,391,374</u>	<u>268,506,535</u>
Bridges		
at cost	433,918	100,000
Less accumulated depreciation	3,786	-
	<u>430,132</u>	<u>100,000</u>
at Council valuation as at 30 June 2009	10,452,747	10,452,747
Less accumulated depreciation	2,705,802	2,567,665
	<u>7,746,945</u>	<u>7,885,082</u>

	2011	2010
	\$	\$
Note 20		
Property, plant and equipment, infrastructure		
Footpaths		
at cost	1,305,806	522,991
Less accumulated depreciation	11,357	11
	<u>1,294,449</u>	<u>522,980</u>
at Council valuation as at 30 June 2009	39,696,299	39,696,299
Less accumulated depreciation	23,676,247	23,059,594
	<u>16,020,052</u>	<u>16,636,705</u>
Drainage		
at cost	4,435,686	3,247,718
Less accumulated depreciation	58,937	4,842
	<u>4,376,749</u>	<u>3,242,876</u>
at Council valuation as at 30 June 2009	89,427,409	89,427,409
Less accumulated depreciation	41,648,409	40,414,836
	<u>47,779,000</u>	<u>49,012,573</u>
Roundabouts		
at cost	21,510	-
Less accumulated depreciation	269	-
	<u>21,241</u>	<u>-</u>
at Council valuation as at 30 June 2009	438,120	438,120
Less accumulated depreciation	233,664	219,060
	<u>204,456</u>	<u>219,060</u>
Kerb and Channel		
at cost	852,618	115,906
Less accumulated depreciation	5,179	-
	<u>847,439</u>	<u>115,906</u>
at Council valuation as at 30 June 2009	33,862,910	33,862,910
Less accumulated depreciation	20,317,746	19,702,057
	<u>13,545,164</u>	<u>14,160,853</u>
Regulatory Signs		
at cost	122,113	50,744
Less accumulated depreciation	6,685	692
	<u>115,428</u>	<u>50,052</u>
at Council valuation as at 30 June 2009	1,620,225	1,620,225
Less accumulated depreciation	1,157,303	925,842
	<u>462,922</u>	<u>694,383</u>

	2011	2010
	\$	\$
Note 20		
Property, plant and equipment, infrastructure		
Naturestrip Trees		
at cost	78,340	78,340
Less accumulated depreciation	1,572	5
	<u>76,768</u>	<u>78,335</u>
at Council valuation as at 30 June 2009	5,378,440	5,378,440
Less accumulated depreciation	2,474,082	2,366,517
	<u>2,904,358</u>	<u>3,011,923</u>
Street Furniture		
at cost	718,121	-
Less accumulated depreciation	14,850	-
	<u>703,271</u>	<u>-</u>
at Council valuation as at 30 June 2009	630,750	630,750
Less accumulated depreciation	327,300	291,575
	<u>303,450</u>	<u>339,175</u>
Bike Paths		
at cost	218,994	218,994
Less accumulated depreciation	5,496	1,116
	<u>213,498</u>	<u>217,878</u>
at Council valuation as at 30 June 2009	3,739,785	3,739,785
Less accumulated depreciation	1,607,013	1,524,850
	<u>2,132,772</u>	<u>2,214,935</u>
Total Infrastructure	<u>378,852,809</u>	<u>374,411,205</u>
<p>Valuation of infrastructure assets has been determined in accordance with industry accepted engineering and landscaping standards and principles as to fair value, useful life and remaining life with the valuation undertaken by Council's Development and Infrastructure Department. The valuation is at fair value based on replacement cost less accumulated depreciation as at the date of valuation.</p>		
Works in progress		
Works in progress at cost	6,803,339	18,669,229
Total Works in progress	<u>6,803,339</u>	<u>18,669,229</u>
Total Property, Plant and Equipment, Infrastructure	<u>637,096,890</u>	<u>608,857,942</u>

Note 20 Property, plant and equipment, infrastructure (cont.)

2011	Balance at beginning of financial year	Acquisition of assets	Revaluation increments (decrements) (note 26)	Depreciation (note 12)	Written down value of disposals	Contributed assets	Transfers to and from W.I.P	Balance at end of financial year
	\$	\$	\$	\$	\$	\$	\$	\$
Property								
Land	79,750,443	30,000	14,475,430			303,525		94,559,398
Land under roads	1,118,214					513,925		1,632,139
Land improvements	15,459,878	3,136,995	(396)	(1,056,970)			3,247,804	20,787,311
Total Land	96,328,535	3,166,995	14,475,034	(1,056,970)	-	817,450	3,247,804	116,978,848
Buildings	92,577,331	8,064,831	(1,370,487)	(2,513,431)			10,578,225	107,336,469
Heritage assets	2,349,651		411,325	(22,056)				2,738,920
Total Buildings	94,926,982	8,064,831	(959,162)	(2,535,487)	-	-	10,578,225	110,075,389
Total Property	191,255,517	11,231,826	13,515,872	(3,592,457)	-	817,450	13,826,029	227,054,237
Plant and equipment								
Plant, machinery and equipment	5,440,133	1,136,524		(1,218,452)	(321,050)			5,037,155
Furniture, equipment and computers	5,937,060	1,528,728		(1,542,819)	(2,356)		179,158	6,099,771
Art collection and regalia	13,144,798	152,376						13,297,174
Total plant and equipment	24,521,991	2,817,628	-	(2,761,271)	(323,406)	-	179,158	24,434,100
Infrastructure								
Infrastructure	374,411,205	13,826,447		(12,559,049)		1,395,030	1,731,581	378,805,214
Total Infrastructure	374,411,205	13,826,447	-	(12,559,049)	-	1,395,030	1,731,581	378,805,214
Works in progress								
Works in progress	18,669,229	3,870,878					(15,736,768)	6,803,339
Total Works in progress	18,669,229	3,870,878	-	-	-	-	(15,736,768)	6,803,339
Total property, plant and equipment, infrastructure	608,857,942	31,746,779	13,515,872	(18,912,777)	(323,406)	2,212,480	-	637,096,890

Note 20 Property, plant and equipment, infrastructure (cont.)

2010	Balance at beginning of financial year	Acquisition of assets	Revaluation increments (decrements) (note 26)	Depreciation (note 12)	Written down value of disposals	Contributed assets	Transfers to and transfers from W.I.P	Balance at end of financial year
	\$	\$	\$	\$	\$	\$	\$	\$
Property								
Land	79,704,923	156,000	-	-	(110,480)	-	-	79,750,443
Land under roads	271,172	-	-	-	-	847,042	-	1,118,214
Land improvements	11,651,016	3,557,274	-	(531,538)	-	-	783,126	15,459,878
Total Land	91,627,111	3,713,274	-	(531,538)	(110,480)	847,042	783,126	96,328,535
Buildings	91,014,746	3,381,638	-	(2,049,800)	(27,925)	-	258,672	92,577,331
Heritage assets	2,371,707	-	-	(22,056)	-	-	-	2,349,651
Total Buildings	93,386,453	3,381,638	-	(2,071,856)	(27,925)	-	258,672	94,926,982
Total Property	185,013,564	7,094,912	-	(2,603,394)	(138,405)	847,042	1,041,798	191,255,517
Plant and equipment								
Plant, machinery and equipment	4,770,812	2,041,724	-	(1,086,097)	(286,306)	-	-	5,440,133
Furniture, equipment and computers	6,293,962	1,074,079	-	(1,513,524)	-	-	82,543	5,937,060
Art collection and regalia	13,020,254	106,034	-	-	-	18,510	-	13,144,798
Total Plant and equipment	24,085,028	3,221,837	-	(2,599,621)	(286,306)	18,510	82,543	24,521,991
Infrastructure								
Infrastructure	374,871,961	7,266,342	-	(12,223,739)	-	3,728,143	768,498	374,411,205
Total Infrastructure	374,871,961	7,266,342	-	(12,223,739)	-	3,728,143	768,498	374,411,205
Works in progress								
Works in progress	7,741,098	12,820,970	-	-	-	-	(1,892,839)	18,669,229
Total Works in progress	7,741,098	12,820,970	-	-	-	-	(1,892,839)	18,669,229
Total property, plant and equipment, infrastructure	591,711,651	30,404,061	-	(17,426,754)	(424,711)	4,593,695	-	608,857,942

	2011	2010
	\$	\$
Note 21		
Trade and other payables		
Current		
Trade payables	2,108,670	5,688,167
Cosgrove landfill	94,991	88,624
Payroll deductions	-	2,319
Other payables	131,002	52,035
Accrued expenses	5,410,263	5,901,468
	<u>7,744,926</u>	<u>11,732,613</u>
Non-current		
Cosgrove landfill	268,418	363,408
	<u>268,418</u>	<u>363,408</u>
Total	<u>8,013,344</u>	<u>12,096,021</u>

Note 22		
Trust funds and deposits		
Refundable building deposits	(2,258)	(6,523)
Refundable contract deposits	487,576	402,887
Refundable bridge/flooding mitigation	-	233,000
Refundable landscaping deposits	-	638,101
Refundable civic facilities deposits	6,080	4,331
Refundable road crossing deposits	86,487	83,987
Refundable security deposits	1,511,112	915,892
Other refundable deposits	100,067	114,681
	<u>2,189,064</u>	<u>2,386,356</u>

	Provisions		Total
	Annual leave	Long service leave	
	\$	\$	\$
Note 23			
2011			
Balance at beginning of the financial year	2,185,272	4,998,800	7,184,072
Additional provisions	2,137,746	870,617	3,008,363
Amounts used	(1,814,241)	(356,160)	(2,170,401)
Balance at the end of the financial year	<u>2,508,777</u>	<u>5,513,257</u>	<u>8,022,034</u>
2010			
Balance at beginning of the financial year	2,117,818	4,501,909	6,619,727
Additional provisions	1,658,005	915,790	2,573,795
Amounts used	(1,590,551)	(418,899)	(2,009,450)
Balance at the end of the financial year	<u>2,185,272</u>	<u>4,998,800</u>	<u>7,184,072</u>

	2011	2010
	\$	\$
(a) Employee benefits		
Current		
Annual leave	2,508,777	2,185,272
Long service leave	4,781,478	4,287,413
	<u>7,290,255</u>	<u>6,472,685</u>
Non-current		
Long service leave	731,778	711,387
	<u>731,778</u>	<u>711,387</u>
Aggregate carrying amount of employee benefits:		
Current	7,290,255	6,472,685
Non-current	731,778	711,387
	<u>8,022,033</u>	<u>7,184,072</u>

The following assumptions were adopted in measuring the present value of employee benefits:

Weighted average increase in employee costs	4.00%	4.00%
Weighted average discount rates	4.96%	4.90%
Weighted average settlement period	12.5	12.5

Council expects to pay no more than \$1,323,522 from Current Long Service Leave provision and no more than \$1,928,868 from Annual Leave provision, with those more than 12 months being discounted to present value in accordance with AASB119.

	2011	2010
	\$	\$
Note 24		
Income received in advance		
Other	-	5,000
Lease payments	158,614	149,642
Aquatic memberships	59,423	97,954
	<u>218,037</u>	<u>252,596</u>

Note 25		
Interest bearing loans and borrowings		
Current		
Borrowings - secured	<u>83,528</u>	<u>81,954</u>
Non-current		
Borrowings - secured	<u>12,824,518</u>	<u>3,908,046</u>
Total	<u>12,908,046</u>	<u>3,990,000</u>

The maturity profile for Council's borrowings is:

Not later than one year	83,528	81,954
Later than one year and not later than five years	997,619	519,304
Later than five years	11,826,899	3,388,742
	<u>12,908,046</u>	<u>3,990,000</u>

Note 26			
Reserves			
	Balance at beginning of reporting period	Increment (decrement)	Balance at end of reporting period
	\$	\$	\$
Asset revaluation reserve			
2011			
Property			
Land	47,386,655	14,579,760	61,966,415
Land improvements	101,307	(396)	100,911
Buildings	19,081,618	(1,063,492)	18,018,126
Other - incl Artwork & Regalia	10,475,242	-	10,475,242
	<u>77,044,822</u>	<u>13,515,872</u>	<u>90,560,694</u>
Infrastructure			
Infrastructure	268,060,212	-	268,060,212
	<u>268,060,212</u>	<u>-</u>	<u>268,060,212</u>
Total Asset revaluation reserve	<u>345,105,034</u>	<u>13,515,872</u>	<u>358,620,906</u>
2010			
Property			
Land	47,386,655		47,386,655
Land improvements	101,307		101,307
Buildings	19,081,618		19,081,618
Other - incl Artwork & Regalia	10,475,242		10,475,242
	<u>77,044,822</u>	<u>-</u>	<u>77,044,822</u>
Infrastructure			
Infrastructure	268,060,212	-	268,060,212
	<u>268,060,212</u>	<u>-</u>	<u>268,060,212</u>
Total Asset revaluation reserve	<u>345,105,034</u>	<u>-</u>	<u>345,105,034</u>

	2011	2010
	\$	\$
Note 27	Reconciliation of cash flows from operating activities to surplus(deficit)	
	8,669,911	9,332,096
	18,912,777	17,426,754
	3,284	36,612
	(2,212,480)	(4,593,695)
	(157,400)	28,416
	<i>Change in assets and liabilities:</i>	
	(223,971)	80,285
	(34,559)	(24,951)
	(125,658)	94,930
	(328,380)	309,371
	(5,299,003)	(1,166,831)
	(3,146)	1,745
	897,328	564,345
	181,730	129,324
	<u>20,280,433</u>	<u>22,218,401</u>
Note 28	Reconciliation of cash and cash equivalents	
	28,571,185	29,478,853
	<u>28,571,185</u>	<u>29,478,853</u>
Note 29	Financing arrangements	
	470,000	470,000
	<u>470,000</u>	<u>470,000</u>
Note 30	Restricted assets	
	Council has cash and cash equivalents (note 16) that are subject to restrictions. As at the reporting date, Council had restricted Grant Funding and legislative restrictions in relation to employee entitlements (Long Service Leave).	
	Current	
	5,289,996	4,787,569
	1,803,340	3,141,826
	<u>7,093,336</u>	<u>7,929,395</u>
	Non-current	
	53,164,365	40,877,784
	<u>53,164,365</u>	<u>40,877,784</u>
	Restricted asset for long service leave is based on the Local Government (Long Service Leave) Regulations 2002 and does not necessarily equate to the long service leave liability disclosed in note 23 due to a different basis of calculation prescribed by the regulation.	

Note 31

Superannuation

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

Council makes employer superannuation contributions in respect of its employees to other funds as nominated by its employee. Obligations for contributions are recognised as an expense in profit or loss when they are due. All other funds are accumulation funds none are defined benefits.

The Fund's accumulation category, Vision Super Saver, receives both employer and employee contributions on a progressive basis. Employer contributions are normally based on a fixed percentage of employee earnings (9% required under Superannuation Guarantee Legislation). No further liability accrues to the employer as the superannuation benefits accruing to employees are represented by their share of the net assets of the Fund.

The Fund's Defined Benefit Plan is a multi-employer sponsored plan. As the Fund's assets and liabilities are pooled and are not allocated by employer, the Actuary is unable to reliably allocate benefit liabilities, assets and costs between employers. As provided under Paragraph 32 (b) of AASB 119, Council does not use defined benefit accounting for these contributions.

Council makes employer contributions to the defined benefit category of the Fund at rates determined by the Trustee on the advice of the Fund's Actuary. On the basis of the results of the most recent full actuarial investigation conducted by the Fund's Actuary as at 31 December 2008, Council makes the following contributions:-

- 9.25% of members' salaries (same as previous year);
- the difference between resignation and retrenchment benefits paid to any retrenched employees, plus contribution tax (same as previous year);

The Fund surplus or deficit (ie the difference between fund assets and liabilities) is calculated differently for funding purposes (ie calculating required contributions) and for the calculation of accrued benefits as required in AAS 25 to provide the values needed for the AASB 119 disclosure in a council's financial statements. AAS 25 requires that the present value of the benefit liability be calculated based on the benefits that have accrued in respect of membership of the plan up to the measurement date, with no allowance for future benefits that may accrue.

Following an actuarial review conducted by the Trustee in late 2010, as at 31 December 2008, a funding shortfall of \$71 million for the Fund was determined. A call to Employers for additional contributions was made for the financial year 30 June 2011 with commitment from Employers from 1 July 2011. Council decided to pay out the obligation of \$1,033,006 in the 2010-2011 financial year. A further actuarial review will be undertaken as at 31 December 2011 by mid 2012. Based on the result of this review, a detailed funding plan will be developed and implemented to achieve the target of full funding by 31 December 2013. The Council will be notified of any additional required contributions by late 2012.

The Fund's liability for accrued benefits was determined by the Actuary at 31 December 2008 pursuant to the requirements of Australian Accounting Standard AAS25 follows:

		31-Dec-08
		\$'000
Net Market Value of Assets		3,630,432
Accrued Benefits		3,616,422
Difference between Assets and Accrued Benefits		14,010
Vested Benefits (Minimum sum which must be paid to members when they leave the fund)		3,561,588

The financial assumptions used to calculate the Accrued Benefits for the defined benefit category of the Fund were:

Net Investment Return		8.50% p.a.
Salary Inflation		4.25% p.a.
Price Inflation		2.75% p.a.

	2011	2010
Fund	\$	\$
Defined benefit plans		
Employer contributions to Local Authorities Superannuation Fund (Vision Super)	299,190	326,517
Additional call to meet obligations in relation to Defined Benefit Plan	1,033,006	-
	1,332,196	326,517
Accumulation funds		
Employer contributions to Local Authorities Superannuation Fund (Vision Super)	2,006,231	1,976,761
Employer contributions to Funds other than Vision Super	415,644	295,396
	2,421,875	2,272,157

Note 32

Commitments

The Council has entered into the following commitments

2011	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					
Waste Management	3,875,405	3,985,570	2,632,227	-	10,493,202
Recreational Services	-	-	-	-	-
Community	111,279	19,099	57,297	-	187,675
Aged and Disability Services	2,411,311	2,507,763	671,065	-	5,590,139
Maintenance of Council Property	125,453	-	-	-	125,453
Saleyards	462,504	231,252	-	-	693,756
Consultancies	302,436	69,728	320,582	-	692,746
Administrative Services	-	-	-	-	-
Total	7,288,388	6,813,412	3,681,171	-	17,782,971
Capital					
Construction	750,916	-	-	-	750,916
Plant and equipment	-	-	-	-	-
Planning	764,749	-	-	-	764,749
Roads	-	-	-	-	-
Waste Management	2,519,000	-	-	-	2,519,000
Total	4,034,665	-	-	-	4,034,665
Total	11,323,053	6,813,412	3,681,171	-	21,817,636
2010					
	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					
Waste Management	3,390,000	3,499,000	6,459,000	-	13,348,000
Community	138,815	18,815	56,445	-	214,075
Aged and Disability Services	2,301,000	2,393,040	2,488,767	-	7,182,807
Maintenance of Council Property	807,010	594,400	1,279,500	-	2,680,910
Saleyards	490,612	250,119	-	-	740,731
Total	7,127,437	6,755,374	10,283,712	-	24,166,523
Capital					
Construction	5,736,986	25,000	50,000	-	5,811,986
Waste Management	1,370,000	2,240,000	160,000	-	3,770,000
Total	7,106,986	2,265,000	210,000	-	9,581,986
Total	14,234,423	9,020,374	10,493,712	-	33,748,509

	2011	2010
	\$	\$
Note 33		
Operating leases		
(a) Operating lease commitments		
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	780,549	924,213
Later than one year and not later than five years	449,748	1,820,328
	<u>1,230,297</u>	<u>2,744,541</u>
(b) Operating lease receivables		
At the reporting date, the Council had entered into commercial property leases. These properties held under operating leases have remaining non-cancellable lease terms of between 1 and 50 years. All leases include a CPI based revision of the rental charge.		
Future minimum rentals receivable under non-cancellable operating leases are as follows:		
Not later than one year	520,331	393,257
Later than one year and not later than five years	883,398	1,242,409
Later than five years	286,441	1,003,793
	<u>1,690,170</u>	<u>2,639,459</u>

Note 34

Contingent liabilities and contingent assets

(a) Contingent liabilities

(i) Contingent liabilities arising from public liabilities

As a local authority with ownership of numerous parks, reserves, roads and other land holdings, the Council carries a \$400 Million Public/Products Liability Insurance that has an excess payment of \$10,000 per claim on this policy. Any exposure to the Council from incidents allegedly arising out of negligent management of its assets has a maximum liability of the excess payment on any single claim. MAV Insurance – Liability Mutual Insurance (LMI) is the Council's primary insurer and under the terms and conditions of the 2011/2012 policy the Council has made the insurer aware of any pending or existing claims. Financial outcomes pertaining to claims are unpredictable and are an estimate only. Payments for Public Liability claims are limited to the excess amount or part thereof.

(ii) Contingent liabilities arising from professional indemnity

As a local authority with ownership of numerous parks, reserves, roads and other land holdings, the Council carries a \$400 Million Public/Products Liability Insurance that has an excess payment of \$10,000 per claim on this policy. Any exposure to the Council from incidents allegedly arising out of negligent management of its assets has a maximum liability of the excess payment on any single claim. MAV Insurance – Liability Mutual Insurance (LMI) is the Council's primary insurer and under the terms and conditions of the 2011/2012 policy the Council has made the insurer aware of any pending or existing claims. Financial outcomes pertaining to claims are unpredictable and are an estimate only. Payments for Public Liability claims are limited to the excess amount or part thereof.

(iii) Contingent liabilities arising from Cosgrove Landfill Financial Assurance

Council has a responsibility under the Environment and Protection Act 1970, for rehabilitation, site aftercare and remedial action at its landfill site at Cosgrove. While rehabilitation and site after care is funded through the annual budget, the EPA requires a financial assurance to meet the potential costs should the site require remedial works. As at the 30 June 2011 the Council has lodged a Memorandum of Understanding (MOU) with the EPA and is waiting for approval. The MOU makes available to the EPA at call the sum of \$978,000 should remedial action be required.

(b) Contingent assets

As at the reporting date there were a number of subdivisions in progress throughout the municipality and on completion the Council will receive ownership of the infrastructure associated with those subdivisions. Valuations are determined at the time of handover.

Note 35

Financial instruments

(a) Accounting policy, terms and conditions

Recognised
financial
instruments

Financial assets	Note	Accounting Policy	Terms and Conditions
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Financial assets

Cash and cash equivalents	16	Cash on hand and at bank and money market call account are valued at face value.	On call deposits returned a floating interest rate of 4.40% (3.59% in 2009/2010). The interest rate at balance date was 4.65% (4.40% in 2009/2010).
		Investments and bills are valued at cost.	Funds returned fixed interest rate of between 5.15% (5.20% in 2009/2010), and 5.80% (6.00% in 2009/2010) net of fees.
		Investments are held to maximise interest returns of surplus cash.	
		Interest is recognised as it accrues.	
Trade and other receivables	17	Receivables are carried at nominal amounts due less any provision for doubtful debts. A provision for doubtful debts is recognised when collection in full is no longer probable. Collectibility of overdue accounts is assessed on an ongoing basis.	General debtors are unsecured. Credit terms are based on 30 days.

Financial liabilities

Trade and other payables	21	Liabilities are recognised for amounts to be paid in the future for goods and services provided to Council as at balance date whether or not invoices have been received.	General Creditors are unsecured, not subject to interest charges and are normally settled within 30 days of invoice receipt.
Interest-bearing loans and borrowings	25	Loans are carried at their principal amounts, which represent the present value of future cash flows associated with servicing the debt. Interest is accrued over the period it becomes due and recognised as part of payables.	Borrowings are secured by way of mortgages over the general rates of the Council. The weighted average interest rate on borrowings is 7.97% during 2009/2010 (7.98% in 2009/2010).
Trust funds and deposits	22	Funds held on behalf of third parties for various refundable deposits and are carried at nominal value.	Refundable to third party when deposit conditions are met.
Bank facility	29	Facilities are recognised at the principal amount. Interest is charged as an expense as it accrues.	The facility is subject to annual review.

Note 35

Financial instruments (cont.)

(b) Interest Rate Risk

The exposure to interest rate risk and the effective interest rates of financial assets and financial liabilities, both recognised and unrecognised, at balance date are as follows:

2011

	Floating interest rate	Fixed interest 1 year or less	Fixed interest Over 1 to 5 years	Fixed interest More than 5 years	Non Interest- bearing	Total
	\$	\$	\$	\$	\$	\$
Financial assets						
Cash and cash equivalents	2,008,324	26,554,081	-	-	8,780	28,571,185
Trade and other receivables	-	-	-	-	3,096,303	3,096,303
Total financial assets	2,008,324	26,554,081	-	-	3,105,083	31,667,488
Weighted average interest rate	5.64%					
Financial liabilities						
Trade and other payables	-	91,991	268,417	-	7,652,936	8,013,344
Trust funds and deposits	-	-	-	-	2,189,064	2,189,064
Interest-bearing loans and borrowings	-	83,528	997,619	11,826,899	-	12,908,046
Total financial liabilities	-	175,519	1,266,036	11,826,899	9,842,000	23,110,454
Weighted average interest rate	7.97%					
Net financial assets (liabilities)	2,008,324	26,378,562	(1,266,036)	(11,826,899)	(6,736,917)	8,557,034

2010

	Floating Interest rate	Fixed interest 1 year or less	Fixed interest Over 1 to 5 years	Fixed interest More than 5 years	Non Interest- bearing	Total
	\$	\$	\$	\$	\$	\$
Financial assets						
Cash and cash equivalents	3,414,704	25,055,869	1,000,000	-	8,280	29,478,853
Trade and other receivables	-	-	-	-	3,478,507	3,478,507
Total financial assets	3,414,704	25,055,869	1,000,000	-	3,486,787	32,957,360
Weighted average interest rate	5.44%					
Financial liabilities						
Trade and other payables	-	88,624	363,408	-	11,643,989	12,096,021
Trust funds and deposits	-	-	-	-	2,386,356	2,386,356
Interest-bearing loans and borrowings	-	81,954	519,304	3,388,742	-	3,990,000
Total financial liabilities	-	170,578	882,712	3,388,742	14,030,345	18,472,377
Weighted average interest rate	7.98%					
Net financial assets (liabilities)	3,414,704	24,885,291	117,288	(3,388,742)	(10,543,558)	14,484,983

Note 35

Financial Instruments (cont.)

(c) Net Fair Values

The aggregate net fair values of financial assets and financial liabilities, both recognised and unrecognised, at balance date are as follows:

Financial instruments	Total carrying amount as per Balance Sheet		Aggregate net fair value	
	2011	2010	2011	2010
	\$	\$	\$	\$
<i>(1) Financial assets</i>				
Cash and cash equivalents	28,571,185	29,478,853	28,571,185	29,478,853
Trade and other receivables	3,096,303	3,478,507	3,096,303	3,478,507
Accrued income	-	-	-	-
Total financial assets	31,667,488	32,957,360	31,667,488	32,957,360
<i>(2) Financial liabilities</i>				
Trade and other payables	8,013,344	12,096,021	8,013,344	12,096,021
Trust funds and deposits	2,189,064	2,386,356	2,189,064	2,386,356
Interest-bearing loans and borrowings	12,908,046	3,990,000	12,908,046	3,990,000
Total Financial liabilities	23,110,454	18,472,377	23,110,454	18,472,377
Net Financial Assets	8,557,034	14,484,983	8,557,034	14,484,983

(d) Credit risk

The maximum exposure to credit risk at balance date in relation to each class of recognised financial asset is represented by the carrying amount of those assets as indicated in the Balance Sheet.

(e) Risks and mitigation

The risks associated with our main financial instruments and our policies for minimising these risks are detailed below.

Market risk

Market risk is the risk that the fair value or future cash flows of our financial instruments will fluctuate because of changes in market prices.

The Council's exposures to market risk are primarily through interest rate risk with only insignificant exposure to other price risks and no exposure to foreign currency risk. Components of market risk to which we are exposed are discussed below.

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. Interest rate risk arises from interest bearing financial assets and liabilities that we use. Non derivative interest bearing assets are predominantly short term liquid assets. Our long term borrowings are not at fixed rates so we are not exposed to fair value interest rate risk.

The Council currently has no finance leases. We have an overdraft facility arranged with a major Australian bank which is currently not in use.

Investment of surplus funds is made with approved financial institutions under the provisions of the *Local Government Act 1989*. We manage interest rate risk by following a Council adopted investment policy that ensures:

- conformity with State and Federal regulations and standards,
- adequate safety,
- appropriate liquidity,
- diversification by credit rating, financial institution and investment product,
- monitoring of return on investment,
- benchmarking of returns and comparison with budget.

Maturity will be staggered to provide for interest rate variations and to minimise interest rate risk.

(e) Risks and mitigation (cont.)

Credit risk

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

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

Trade and other receivables consist of a large number of customers, spread across the consumer, business and government sectors. Credit risk associated with the Council's financial assets is minimal because the main debtor is the Victorian Government. Apart from the Victorian Government we do not have any significant credit risk exposure to a single customer or groups of customers. Ongoing credit evaluation is performed on the financial condition of our customers and, where appropriate, an allowance for doubtful debts is raised. Trade and other receivables are referred to at note 17. Bad and doubtful debts are written off, per note 11.

Liquidity risk

Liquidity risk includes the risk that, as a result of our operational liquidity requirements:

- Council will not have sufficient funds to settle a transaction on the date;
- Council will be forced to sell financial assets at a value which is less than what they are worth; or
- Council may be unable to settle or recover a financial assets at all.

To help reduce these risks we:

- have an adopted cash management policy advising that a level of cash or equivalents must be maintained to cover transactions;
- have both readily accessible funds at call and other funding arrangements with the investment institutions in place to redeem invested funds before maturity only forfeiting the interest that would have been earned between the redemption date and maturity;
- have a portfolio structure that requires surplus funds to be invested at call until minimum is covered then to terms as required;
- monitor cashflow performance on a regular basis based on historical high and low flow periods.

The Councils exposure to liquidity risk is deemed insignificant based on prior periods' data and current assessment of risk.

(f) Sensitivity disclosure analysis

Taking into account past performance, future expectations, economic forecasts, and management's knowledge and experience of the financial markets, the Council believes the following movements are 'reasonably possible' over the next 12 months (Base rates are sourced from Reserve Bank of Australia):

- A parallel shift of +2% and -1% in market interest rates (AUD) from year-end rates of 5.45% (2009/10, 5.44%).

The table below discloses the impact on net operating result and equity for each category of financial instruments held by the Council at year-end, if the above movements were to occur.

Market risk exposure	Interest rate risk				
	amount subject to interest	-1% 100 basis points		2% 200 basis points	
		Profit	Equity	Profit	Equity
2011	\$'000	\$'000	\$'000	\$'000	\$'000
Financial assets:					
Cash and cash equivalents	28,562,405	(285,624)	(285,624)	571,248	571,248
Financial liabilities:					
Interest-bearing loans and borrowings	12,908,046	129,080	129,080	(258,161)	(258,161)
2010	\$'000	\$'000	\$'000	\$'000	\$'000
Financial assets:					
Cash and cash equivalents	29,470,573	(294,706)	(294,706)	589,411	589,411

Note 36

Auditors remuneration	2011	2010
	\$	\$
Audit fee to conduct external audit - Victorian Auditor-General	58,740	57,000
Internal audit fees - RSM Bird Cameron	-	17,000
Internal audit fees - Pitcher Partners Consulting	100,714	53,032
	<u>159,454</u>	<u>127,032</u>

Note 37

Related party transactions

(i) Responsible Persons

Names of persons holding the position of a Responsible Person at the Council at any time during the year are:

Councillors	Geoff Dobson (Mayor)
	Kevin Ryan
	Jenny Houltham
	Chris Hazelman
	Milvan Muto
	Cherie Crawford
	Michael Polan

Chief Executive Officer Phillip Pearce

(ii) Remuneration of Responsible Persons

The numbers of Responsible Officers, whose total remuneration from Council and any related entities fall within the following bands:

	2011	2010
	No.	No.
\$10,000 - \$19,999	-	6
\$20,000 - \$29,999	6	-
\$50,000 - \$59,999	-	1
\$70,000 - \$79,999	1	-
\$270,000 - \$279,999	-	1
\$290,000 - \$299,999	1	-
	<u>8</u>	<u>8</u>
	\$	\$
Total remuneration for the reporting year for Responsible Persons included above amounted to:	<u>494,816</u>	<u>418,675</u>

(iii) No retirement benefits have been made by the Council to a Responsible Person during the reporting year. (2009/10, Nil).

(iv) No loans have been made, guaranteed or secured by the Council to a Responsible Person during the reporting year (2009/10, Nil).

(v) Other transactions

No transactions other than remuneration payments or the reimbursement of approved expenses were entered into by Council with Responsible Persons, or Related Parties of such Responsible Persons during the reporting year (2009/10, Nil).

(vi) Senior Officers Remuneration

A Senior Officer other than a Responsible Person, is an officer of Council who has management responsibilities and reports directly to the Chief Executive Officer or whose total annual remuneration exceeds \$124,000.

Income Range:	2011 No.	2010 No.
<\$100,000	-	1
\$100,000 - \$109,999	-	1
\$110,000 - \$119,999	-	1
\$120,000 - \$129,999	2	3
\$130,000 - \$139,999	4	2
\$140,000 - \$149,999	3	2
\$150,000 - \$159,999	2	-
\$170,000 - \$179,999	-	1
\$180,000 - \$189,999	1	-
\$190,000 - \$199,999	1	1
\$200,000 - \$209,999	-	2
\$210,000 - \$219,999	2	-
	<u>15</u>	<u>14</u>
	\$	\$
Total remuneration for the reporting year for Senior Officers included above amounted to :	<u>2,354,258</u>	<u>1,960,148</u>

(vii) Other transactions

Councillor Chris Hazelman's wife holds a senior position with Thomson Motor Group who provide motor vehicles on normal commercial terms to Council. The value of such transactions for the financial year was \$61,576 (\$144,378 in 2009/10).

Councillor Chris Hazelman is a board member of Goulburn Valley Health. Goulburn Valley Health was previously contracted to provide Council's Maternal and Child Health Services. These have now been brought back 'in-house'. The value of such transactions for the financial year was \$7,118 (\$1,019,985 in 2009/10).

Councillor Chris Hazelman was, for part of the financial year, the chairman of the Tallygaroopna Recreation Reserve Committee of Management, which receives funding from the Council for the maintenance and development of the recreation reserve. The value of such transactions for the financial year was \$1,638 (\$1,701 in 2009/10).

Councillor Chris Hazelman is CEO of the Ethnic Council of Shepparton & District. The Ethnic Council provides ethnic training services on normal commercial terms to Council. The value of such transactions for the financial year was \$390 (\$300 in 2009/10).

Councillor Kevin Ryan is chairman of the board of 98.5 One FM, which provides commercial airtime to Council on normal commercial terms. The value of such transactions for the financial year was \$7,700 (\$16,050 in 2009/10).

Councillor Milvan Muto is secretary of the board of the Shepparton Hotel. There were no transactions for the financial year (\$2,200 in 2009/10).

Note 38

Revenue, expenses and assets by functions/activities

2011	Community Life	Economic Development	Infrastructure	Environment	Settlement & Housing	Council Organisation and Management	Total
	\$	\$	\$	\$	\$	\$	\$
REVENUE							
Grants (note 6)	11,129,997	1,122,745	2,888,855	241,755	238,773	10,579,897	26,202,022
Other	7,143,008	3,400,721	8,225,797	10,228,964	3,599,467	49,992,985	82,590,942
TOTAL	18,273,005	4,523,466	11,114,652	10,470,719	3,838,240	60,572,882	108,792,964
EXPENSES	32,367,314	6,385,860	28,109,874	10,043,667	5,378,947	17,837,391	100,123,053
TOTAL	32,367,314	6,385,860	28,109,874	10,043,667	5,378,947	17,837,391	100,123,053
SURPLUS(DEFICIT) FOR THE YEAR	(14,094,309)	(1,862,394)	(16,995,222)	427,052	(1,540,707)	42,735,491	8,669,911
ASSETS ATTRIBUTED TO FUNCTIONS/ACTIVITIES*	163,515,712	26,805,094	360,636,234	71,575,397	15,263,187	36,540,015	674,335,639

2010	Community Life	Economic Development	Infrastructure	Environment	Settlement & Housing	Council Organisation and Management	Total
	\$	\$	\$	\$	\$	\$	\$
REVENUE							
Grants (note 6)	10,084,403	1,654,574	1,768,230	249,248	1,662,604	10,008,211	25,427,270
Other	6,903,756	3,121,539	2,181,393	8,785,385	6,158,043	41,680,257	68,830,373
TOTAL	16,988,159	4,776,113	3,949,623	9,034,633	7,820,647	51,688,468	94,257,643
EXPENSES	26,707,572	4,802,920	26,402,781	8,478,462	4,525,233	14,008,579	84,925,547
TOTAL	26,707,572	4,802,920	26,402,781	8,478,462	4,525,233	14,008,579	84,925,547
SURPLUS(DEFICIT) FOR THE YEAR	(9,719,413)	(26,807)	(22,453,158)	556,171	3,295,414	37,679,889	9,332,096
ASSETS ATTRIBUTED TO FUNCTIONS/ACTIVITIES*	146,311,500	21,086,803	354,900,852	68,951,173	16,048,714	39,397,380	646,696,422

*Assets have been attributed to functions/activities based on control and/or custodianship of specific assets.
The activities relating to the Council's operations as per function are as follows:-

Community Life

Aged & Disability Services
Aquatic Facilities
Arts & Culture
Children's Services
Law Order & Safety
Other Community Programs
Public Open Space
Sports Facilities
Stock & Domestic Water Supply

Economic Development

Development Services
Saleyards
Tourism

Infrastructure

Aerodrome
Depot
Local Roads
Parking Management
Planning Investigation & Design
Plant
Private Works Services Contracts
Private Works Services Minor Works
Public Buildings

Environment

Drainage
Environmental Management
Waste Management

Settlement & Housing

Development Facilities
Environmental Health

Council Organisation and Management

Corporate Services
Financial Services
Governance
Information Systems
Management (Directorate)
Rates

Note 39	Financial ratios (Performance indicators)	2011	2010	2009
	(a) Debt servicing ratio (to identify the capacity of Council to service its outstanding debt)			
	<u>Debt servicing costs</u>	483,500	0	0
	Total revenue	$\frac{483,500}{99,058,782} = 0.49\%$	$\frac{0}{94,257,643} = 0.00\%$	$\frac{0}{105,322,212} = 0.00\%$
	Debt servicing costs refer to the payment of interest on loan borrowings, finance lease, and bank overdraft.			
	The ratio expresses the amount of interest paid as a percentage of Council's total revenue.			
	(b) Debt commitment ratio (to identify Council's debt redemption strategy)			
	<u>Debt servicing & redemption costs</u>	565,454	0	0
	Rate revenue	$\frac{565,454}{49,921,586} = 1.13\%$	$\frac{0}{45,814,785} = 0.00\%$	$\frac{0}{42,466,074} = 0.00\%$
	The strategy involves the payment of loan principal and interest, finance lease principal and interest.			
	The ratio expresses the percentage of rate revenue utilised to pay interest and redeem debt principal.			
	(c) Revenue ratio (to identify Council's dependence on non-rate income)			
	<u>Rate revenue</u>	49,921,586	45,814,785	42,466,074
	Total revenue	$\frac{49,921,586}{99,058,782} = 50.40\%$	$\frac{45,814,785}{94,257,643} = 48.61\%$	$\frac{42,466,074}{105,322,212} = 40.32\%$
	The level of Council's reliance on rate revenue is determined by assessing rate revenue as a proportion of the total revenue of Council.			
	(d) Debt exposure ratio (to identify Council's exposure to debt)			
	<u>Total indebtedness</u>	23,871,464	18,735,120	13,436,142
	Total realisable assets	$\frac{23,871,464}{233,244,129} = 1:9.8$	$\frac{18,735,120}{223,346,553} = 1:11.9$	$\frac{13,436,142}{206,569,277} = 1:15.9$
	For the purposes of the calculation of financial ratios, realisable assets are those assets which can be sold and which are not subject to any restriction on realisation or use.			
	Any liability represented by a restricted asset (note 30) is excluded from total indebtedness.			
	The following assets are excluded from total assets when calculating Council's realisable assets:			
	Land and buildings on Crown land; restricted assets; heritage assets; total infrastructure assets; and Council's investment in associate.			
	This ratio enables assessment of Council's solvency and exposure to debt. Total indebtedness refers to the total liabilities of Council. Total liabilities are compared to total realisable assets which are all Council assets not subject to any restriction and are able to be realised. The ratio expresses the multiple of total liabilities for each dollar of realisable assets.			
	(e) Working capital ratio (to assess Council's ability to meet current commitments)			
	<u>Current assets</u>	34,774,685	35,445,106	37,294,381
	Current liabilities	$\frac{34,774,685}{17,525,810} = 2.0:1$	$\frac{35,445,106}{20,926,204} = 1.7:1$	$\frac{37,294,381}{18,786,327} = 2.0:1$
	The ratio expresses the level of current assets the Council has available to meet its current liabilities.			

Note 40 Pending Accounting Standards

The following Australian Accounting Standards have been issued or amended and are applicable to the Council but are not yet effective. They have not been adopted in preparation of the financial statements at reporting date.

Standard / Interpretation	Summary	Applicable for annual reporting periods beginning or ending on	Impact on Local Government financial statements
AASB 9: Financial Instruments and AASB 2009-11: Amendments to Australian Accounting Standards arising from AASB 9 [AASB 1, 3, 4, 5, 7, 101, 102, 108, 112, 118, 121, 127, 128, 131, 132, 135, 139, 1023 & 1038 and Interpretations 10 & 12]	<p>These standards are applicable retrospectively and amend the classification and measurement of financial assets. Council has not yet determined the potential impact on the financial statements. Specific changes include:</p> <ul style="list-style-type: none"> * simplifying the classifications of financial assets into those carried at amortised cost and those carried at fair value; * removing the tainting rules associated with held-to-maturity assets; * simplifying the requirements for embedded derivatives; * removing the requirements to separate and fair value embedded derivatives for financial assets carried at amortised cost; * allowing an irrevocable election on initial recognition to present gains and losses on investments in equity instruments that are not held for trading in other comprehensive income. Dividends in respect of these investments that are a return on investment can be recognised in profit or loss and there is no impairment or recycling on disposal of the instrument; * reclassifying financial assets where there is a change in an entity's business model as they are initially classified based on: <ul style="list-style-type: none"> a. the objective of the entity's business model for managing the financial assets; and b. the characteristics of the contractual cash flows. 	Applicable for annual reporting periods commencing on or after 1 January 2013.	These changes are expected to provide some simplification in the accounting for and disclosure of financial instruments
AASB 124: Related Party Disclosures	This standard removes the requirement for government related entities to disclose details of all transactions with the government and other government related entities and clarifies the definition of a related party to remove inconsistencies and simplify the structure of the standard.	Applicable for annual reporting periods commencing on or after 1 January 2011.	Although this standard does not strictly apply to Local Government it is often used as guidance, as such there will be greater clarity on the disclosure of inter government transactions.
AASB 2009-4: Amendments to Australian Accounting Standards arising from the Annual Improvements Project [AASB 2 and AASB 138 and AASB Interpretations 9 & 16] and AASB 2009-5: Further Amendments to Australian Accounting Standards arising from the Annual Improvements Project [AASB 5, 8, 101, 107, 117, 118, 136 & 139]	These standards detail numerous non-urgent but necessary changes to accounting standards arising from the IASB's annual improvements project.	Applicable for annual reporting periods commencing from 1 January 2010.	These amendments are not expected to impact Council
AASB 2009-8: Amendments to Australian Accounting Standards — Group Cash-settled Share-based Payment Transactions [AASB 2]	These amendments clarify the accounting for group cash-settled share-based payment transactions in the separate or individual financial statements of the entity receiving the goods or services when the entity has no obligation to settle the share-based payment transaction. The amendments incorporate the requirements previously included in Interpretation 8 and Interpretation 11 and as a consequence, these two Interpretations are superseded by the amendments.	Applicable for annual reporting periods commencing on or after 1 January 2010.	These amendments are not expected to impact Council
AASB 2009-9: Amendments to Australian Accounting Standards — Additional Exemptions for First-time Adopters [AASB 1]	These amendments specify requirements for entities using the full cost method in place of the retrospective application of Australian Accounting Standards for oil and gas assets, and exempt entities with existing leasing contracts from reassessing the classification of those contracts in accordance with Interpretation 4 when the application of their previous accounting policies would have given the same outcome.	Applicable for annual reporting periods commencing on or after 1 January 2010.	These amendments are not expected to impact Council
AASB 2009-10: Amendments to Australian Accounting Standards — Classification of Rights Issues [AASB 132]	These amendments clarify that rights, options or warrants to acquire a fixed number of an entity's own equity instruments for a fixed amount in any currency are equity instruments if the entity offers the rights, options or warrants pro-rata to all existing owners of the same class of its own non-derivative equity instruments.	Applicable for annual reporting periods commencing on or after 1 February 2010.	These amendments are not expected to impact Council

Note 40 Pending Accounting Standards (cont)

<p>AASB 2009-12: Amendments to Australian Accounting Standards [AASBs 5, 8, 108, 110, 112, 119, 133, 137, 139, 1023 & 1031 and Interpretations 2, 4, 16, 1039 & 1052]</p>	<p>This standard makes a number of editorial amendments to a range of Australian Accounting Standards and Interpretations, including amendments to reflect changes made to the text of International Financial Reporting Standards by the IASB. The standard also amends AASB 8 to require entities to exercise judgment in assessing whether a government and entities known to be under the control of that government are considered a single customer for the purposes of certain operating segment disclosures.</p>	<p>Applicable for annual reporting periods commencing on or after 1 January 2011.</p>	<p>These amendments are not expected to impact Council</p>
<p>AASB 2009-13: Amendments to Australian Accounting Standards arising from Interpretation 19 [AASB 1]</p>	<p>This standard makes amendments to AASB 1 arising from the issue of Interpretation 19. The amendments allow a first-time adopter to apply the transitional provisions in Interpretation 19.</p>	<p>Applicable for annual reporting periods commencing on or after 1 July 2010.</p>	<p>These amendments are not expected to impact Council</p>
<p>AASB 2009-14: Amendments to Australian Interpretation — Prepayments of a Minimum Funding Requirement [AASB Interpretation 14]</p>	<p>This standard amends Interpretation 14 to address unintended consequences that can arise from the previous accounting requirements when an entity prepays future contributions into a defined benefit pension plan.</p>	<p>Applicable for annual reporting periods commencing on or after 1 January 2011.</p>	<p>These amendments are not expected to impact Council</p>
<p>AASB Interpretation 19: Extinguishing Financial Liabilities with Equity Instruments</p>	<p>This Interpretation deals with how a debtor would account for the extinguishment of a liability through the issue of equity instruments. The Interpretation states that the issue of equity should be treated as the consideration paid to extinguish the liability, and the equity instruments issued should be recognised at their fair value unless fair value cannot be measured reliably in which case they shall be measured at the fair value of the liability extinguished. The Interpretation deals with situations where either partial or full settlement of the liability has occurred.</p>	<p>Applicable for annual reporting periods commencing on or after 1 July 2010.</p>	<p>This Interpretation is not expected to impact Council.</p>

Certification of the Financial Report

In my opinion the accompanying financial statements have been prepared in accordance with the *Local Government Act* 1989, the Local Government (Finance and Reporting) Regulations 2004, Australian Accounting Standards and other mandatory professional reporting requirements.



D I Graham
PRINCIPAL ACCOUNTING OFFICER

Date : 20 Sep 2011

In our opinion the accompanying financial statements present fairly the financial transactions of Greater Shepparton City Council for the year ended 30 June 2011 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 on 20 September 2011 to certify the financial statements in their final form.



G Dobson (Mayor)
COUNCILLOR


20th Sept 2011

Date :



M Polan (Deputy Mayor)
COUNCILLOR

Date : 20-9-11



J M Salomon
ACTING CHIEF EXECUTIVE OFFICER

Date : 20/9/11

GREATER SHEPPARTON
GREATER FUTURE



GREATER
SHEPPARTON

STANDARD STATEMENTS

FOR THE YEAR ENDED

30 June 2011

Final - 20th September 2011

STANDARD INCOME STATEMENT

For the year ending 30 June 2011

	<i>Budget</i> 2010-2011 \$	<i>Variances</i> \$ %		<i>Note</i>	<i>Actuals</i> 2010-2011 \$
Revenue					
Rates and Charges	48,955,000	557,719	1.1		49,512,719
Operating Grants and Contributions	18,130,000	4,944,636	27.3	1	23,074,636
Capital Grants and Contributions	9,142,000	(1,534,325)	(16.8)	2	7,607,675
Interest	1,307,000	337,857	25.8	3	1,644,857
User Charges	12,218,000	376,825	3.1		12,594,825
Statutory Fees	2,268,000	(171,263)	(7.6)		2,096,737
Proceeds from Sale of Assets	324,000	98,348	30.4	4	422,348
Other	889,000	70,853	8.0		959,853
Parking Fees and Fines	1,841,000	9,434	0.5		1,850,434
Rent	606,000	117,147	19.3	5	723,147
Total revenue	95,680,000	4,807,231	5.0		100,487,231
Expenses					
Employee Benefits	33,561,000	678,475	2.0		34,239,475
Materials and Consumables	24,466,000	1,156,532	4.7		25,622,532
External Contracts	10,367,000	(553,351)	(5.3)		9,813,649
Utilities	2,268,000	(38,001)	(1.7)		2,229,999
Borrowing Costs	445,000	67,091	15.1	6	512,091
Depreciation and Amortisation	17,735,000	1,177,777	6.6		18,912,777
Written Down Value of Assets Sold	201,000	285,797	142.2	7	486,797
Total expenses	89,043,000	2,774,320	3.1		91,817,320
Net surplus(deficit) from operations	6,637,000	2,032,911	30.6		8,669,911

STANDARD BALANCE SHEET

As at 30 June 2011

	Budget	Variances		Note	Actuals
	2010-2011	\$	%		2010-2011
	\$	\$	%		\$
Current assets					
Cash	2,270,000	(252,896)	(11.1)	8	2,017,104
Receivables	3,700,000	1,863,684	50.4	9	5,563,684
Investments	16,366,000	10,188,081	62.3	10	26,554,081
Other	1,020,000	(380,184)	(37.3)	11	639,816
Assets held for resale	144,000	(144,000)	(100.0)	12	-
Total current assets	23,500,000	11,274,685	48.0		34,774,685
Non-current assets					
Receivables	16,000	(16,000)	(100.0)	13	-
Property, Plant and Equipment, Infrastructure	648,010,000	(10,913,110)	(1.7)		637,096,890
Other	2,414,000	50,064	2.1		2,464,064
Total non-current assets	650,440,000	(10,879,046)	(1.7)		639,560,954
Total assets	673,940,000	395,639	0.1		674,335,639
Current liabilities					
Payables	9,327,000	(1,582,074)	(17.0)	14	7,744,926
Interest bearing liabilities	83,000	528	0.6		83,528
Trust funds	2,291,000	(101,936)	(4.4)		2,189,064
Employee Benefits	6,643,000	647,255	9.7		7,290,255
Other	291,000	(72,963)	(25.1)	15	218,037
Total current liabilities	18,635,000	(1,109,190)	(6.0)		17,525,810
Non-current liabilities					
Payables	-	268,418	100.0	16	268,418
Employee Benefits	839,000	(107,222)	(12.8)	17	731,778
Interest bearing liabilities	12,847,000	(22,482)	(0.2)		12,824,518
Total non-current liabilities	13,686,000	138,714	1.0		13,824,714
Total liabilities	32,321,000	(970,476)	(3.0)		31,350,524
Net assets	641,619,000	1,366,115	0.2		642,985,115
Equity					
Accumulated Surplus	280,514,000	3,850,209	1.4		284,364,209
Reserves	361,105,000	(2,484,094)	(0.7)		358,620,906
Total equity	641,619,000	1,366,115	0.2		642,985,115

STANDARD CASH FLOW STATEMENT

For the year ending 30 June 2011

	Budget 2010-2011 \$	Variances		Note	Actuals 2010-2011 \$
		\$	%		
Receipts from customers	66,996,000	8,122,285	12.1	18	75,118,285
Payments to suppliers	(71,107,000)	(10,587,919)	(14.9)	19	(81,694,919)
Net cash inflow/(outflow) from customers/suppliers	(4,111,000)	(2,465,634)	(60.0)		(6,576,634)
Interest received	1,307,000	(161,795)	(12.4)	20	1,145,205
Government receipts	24,272,000	1,923,362	7.9		26,195,362
Other	(445,000)	(38,500)	8.7		(483,500)
Net cash inflow/(outflow) from operating activities	21,023,000	(742,567)	(3.5)		20,280,433
<i>Cash flows from investing activities</i>					
Proceeds from sale of property, plant and equipment, infrastructure	324,000	158,561	48.9	21	482,561
Payments for property, plant and equipment, infrastructure	(39,002,000)	8,413,292	21.6	22	(30,588,708)
Net cash inflow/(outflow) from investing activities	(38,678,000)	8,571,853	22.2		(30,106,147)
<i>Cash flows from financing activities</i>					
Proceeds from interest bearing loans and borrowings	9,000,000	-	-		9,000,000
Repayment of interest-bearing loans and borrowings	(143,000)	61,046	42.7	23	(81,954)
Net cash inflow/(outflow) from financing activities	8,857,000	61,046	(0.7)		8,918,046
Net increase/(decrease) in cash and cash equivalents	(8,798,000)	7,890,332	89.7		(907,668)
Cash and cash equivalents at the beginning of the year	27,434,000	2,044,853	7.5		29,478,853
Cash and cash equivalents at the end of the year	18,636,000	9,935,185	53.3		28,571,185

STANDARD STATEMENT OF CAPITAL WORKS

For the year ending 30 June 2011

Capital Works Areas	Budget	Variances		Note	Actuals
	2010-2011	\$	%		2010-2011
	\$	\$	%		\$
Roads	12,819,000	(620,404)	(4.8)		12,198,596
Drainage	2,651,000	(1,801,998)	(68.0)		849,002
Open Space	5,004,000	(710,625)	(14.2)		4,293,375
Recreational Facilities	2,999,000	(992,410)	(33.1)		2,006,590
Buildings	6,156,000	1,620,020	26.3		7,776,020
Plant and equipment	2,642,000	352,784	13.4		2,994,784
Waste Management	4,599,000	(3,067,322)	(66.7)		1,531,678
Other	2,132,000	(2,035,266)	(95.5)		96,734
Total capital works	39,002,000	(7,255,221)	(18.6)		31,746,779
Represented by:					
Renewal	18,218,000	(2,217,811)	(12.2)		16,000,189
Upgrade/Expansion	5,507,000	1,953,985	35.5		7,460,985
New	15,277,000	(6,991,395)	(45.8)		8,285,605
Total capital works	39,002,000	(7,255,221)	(18.6)		31,746,779

Property, plant and equipment, infrastructure movement reconciliation worksheet	Budget	Variances		Note	Actuals
	2010-2011	\$	%		2010-2011
	\$	\$	%		\$
The movement between the previous year and the current year in property, plant and equipment, infrastructure as shown in the Balance Sheet links to the net of the following items:					
Total capital works	39,002,000	(7,255,221)	(18.6)	24	31,746,779
Asset revaluation movement	16,000,000	(2,484,128)			13,515,872
Transfers to other assets	-	-			-
Contributed Assets	3,000,000	(787,520)	(26.3)	25	2,212,480
Depreciation and amortisation	(17,735,000)	(1,177,777)	(6.6)		(18,912,777)
Written down value of assets disposed	(201,000)	(122,406)	(60.9)	26	(323,406)
Net movement in property, plant and equipment, infrastructure	40,066,000	(11,827,052)	(29.5)		28,238,948

Notes accompanying the Standard Statements for the year ended 30 June 2011

1. BASIS OF PREPARATION OF STANDARD STATEMENTS

Council is required to prepare and include audited Standard Statements within its Annual Report. Four Statements are required - a Standard Income Statement, Standard Balance Sheet, Standard Cash Flow Statement and a Standard Statement of Capital Works, together with explanatory notes.

These statements and supporting notes form a special purpose financial report prepared to meet the requirements of the *Local Government Act 1989* and *Local Government (Finance and Reporting) Regulations 2004*.

The Standard Statements have been prepared on accounting bases consistent with those used for the General Purpose Financial Statements and the Budget. The results reported in these statements are consistent with those reported in the General Purpose Financial Statements.

The Standard Statements are not a substitute for the General Purpose Financial Statements. They have not been prepared in accordance with all Australian Accounting Standards or other authoritative professional pronouncements.

The Standard Statements compare council's financial plan, expressed through its budget, with actual performance. The *Local Government Act 1989* requires explanation of any material variances. The Council has adopted a materiality threshold of 10 per cent. 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 included in the Statements are those of the annual budget adopted by Council on 15 June 2010. The budget was based on assumptions that were relevant at the time of adoption. The council set guidelines and parameters for revenue and expense targets in this budget in order to meet council's business plan and financial performance targets for both short and long term. The budget did not reflect any changes to equity resulting from asset revaluations, as their impacts were not considered predictable.

Detailed information on the actual financial results is contained in the General Purpose Financial Statements. The detailed budget can be obtained by contacting the council through the website. The Standard Statements must be read with reference to these documents.

2. EXPLANATION OF MATERIAL VARIANCES

NOTE	ITEM	EXPLANATION
Standard Income Statement - Revenue		
1	Operating Grants & Contributions	Funding and contributions received either in advance or above budget expectations include Grant Commission funding \$2.56m, Children Service's Best Start Programme grant \$403k, insurance claim contributions \$760k (includes contributions for September 2010 Flood), Tourism TQUAL grant \$225k, Strategic Policy and Planning grant \$202k, COAG Healthy Communities Project grant \$138k.
2	Capital Grants and Contributions	Capital grants are directly linked to the completion and subsequent acquittal of capital projects. Capital contributions can be either cash or non-cash (assets) and generally relate to commercial and residential developments. Projects explaining the variance include the Development Services Goulburn Valley Link grants and contributions (\$2.0m), Art Gallery Upgrade grant (\$900k), Developer Gifted Asset contributions (\$788k), Environmental Management's Tatura Flood Mitigation grant (\$300k), Recreation Facilities Renewals grant \$412k, Local Road's Auslink Black Spot Projects grant \$270k, Klialla Lakes Bridge Design contribution \$233k, Stuart Mock Place grant \$220k, Children Service's Isobel Pearce Extension grant \$200k, Merrigum Town Park grant \$160k, Tatura Abattoirs Infrastructure Upgrade contribution \$159k, North Shepparton Community Hub grant \$142k, Sporting Future Program grant \$124k.
3	Interest	Treasury investments earned \$338k greater than expected mostly due to larger amounts invested.
4	Proceeds from Sale of Assets	More property was sold than anticipated (\$98k).
5	Rent	Property collected \$117k greater than expected largely due to increased usage of land for grazing.
Standard Income Statement - Expenses		
6	Borrowing Costs	Interest rates were marginally higher than originally predicted.
7	Written Down Value of Assets Sold	WDV associated with the disposal of assets were \$286k more than expected due to more property being sold and timing of the disposals.

2. EXPLANATION OF MATERIAL VARIANCES (continued)

NOTE	ITEM	EXPLANATION
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Standard Balance Sheet - Current Assets

8	Cash Assets	Timing of Creditor payments and debtor receipts.
9	Receivables	Increase rates debtors due to economic circumstances as at June 2011 .
10	Investments	Surplus funds available for investment due to the timing of capital works and creditor payments.
11	Other	Reduction in prepayment expenditure (\$182k).
12	Assets held for resale	Sales occurred earlier than forecast.

Standard Balance Sheet - Non Current Assets

13	Receivables	No non-current receivables at June 2011.
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Standard Balance Sheet - Current Liabilities

14	Payables	Reduction in accruals (\$500k) and timing of creditor payments.
15	Other	Less income received in advance from aquatic memberships than anticipated.

Standard Balance Sheet - Non Current Liabilities

16	Payables	Reclassification of the Cosgrove Landfill site between current liabilities and non-current liabilities.
17	Employee Benefits	Partial reclassification between current and non-current.

Standard Cash Flow Statement - Cash flows from customers/suppliers

18	Receipts from customers	Rates and Charges \$468k higher, Gross GST on customers invoices \$1.794 million, Annual GST refundable not included in Budget \$4.551 million, and flood monies received \$324k.
19	Payments to suppliers	Reduction in trade creditors from 2010 \$4.214 million, Gross GST on suppliers invoices is not included in Budget \$6.345 million.

Standard Cash Flow Statement - Cash flows from operating activities

20	Interest received	Reduction in term deposit percentage rates.
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Standard Cash Flow Statement - Cash flows from investing activities

21	Proceeds from sale of property, plant and equipment, infrastructure	Proceeds from the disposal of assets was higher than expected.
22	Payments for property, plant and equipment, infrastructure	Capital works program for 2010-2011 not completed.

Standard Cash Flow Statement - Cash flows from financing activities

23	Repayment of interest-bearing loans and borrowings	Loan taken up later than forecast.
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Standard Statement of Capital Works

24	Total capital works	Capital works program for 2010-2011 not completed. Cosgrove landfill development \$2.048 million, Tatura flood mitigation \$565k, GV Freight Hub Stage 1 \$478k, Art Gallery upgrade \$1.332 million, Kialla Lakes bridge \$310k, Safety Strategy \$388k, Drainage replacement program \$800k, and Former Murchison landfill rehabilitation \$399k.
25	Contributed assets	Less development completed during year.
26	Written down value of assets disposed	More property was sold than anticipated.

Greater Shepparton City Council

Certification of the Standard Statements for the year ended 30 June 2011

In my opinion, the accompanying standard statements of Greater Shepparton City Council for the year ended 30 June 2011 have been prepared on accounting bases consistent with the financial statements and in accordance with the *Local Government Act 1989* and the *Local Government (Finance and Reporting) Regulations 2004*.



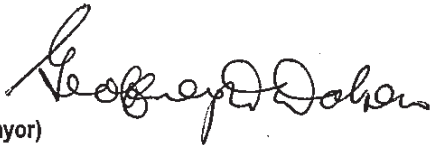
D I Graham
PRINCIPAL ACCOUNTING OFFICER

Date: 20 Sep 2011

In our opinion, the accompanying standard statements of Greater Shepparton City Council for the year ended 30 June 2011 have been prepared on accounting bases consistent with the financial statements and in accordance with the *Local Government Act 1989* and the *Local Government (Finance and Reporting) Regulations 2004*.

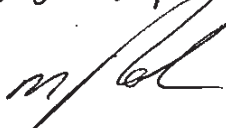
As at the date of signing, we are not aware of any circumstances which would render any particulars in the standard statements to be misleading or inaccurate.

On 20 September 2011 were authorised by the Council to certify the standard statements in its final form on behalf of the Council.



G Dobson (Mayor)
COUNCILLOR

Date: 20th Sept 2011



M Polan (Deputy Mayor)
COUNCILLOR

Date: 20-9-11



J Salomon
ACTING CHIEF EXECUTIVE OFFICER

Date: 20/9/11

GREATER SHEPPARTON
GREATER FUTURE



PERFORMANCE STATEMENT

FOR THE YEAR ENDED

30 June 2011

Final - 20th September 2011

Greater Shepparton City Council

Performance Statement
for the year ended 30 June 2011

INTRODUCTION TO THE PERFORMANCE STATEMENT

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 measures in relation to each of those Key Strategic Activities.

Under Section 132 of the Act, it is required that the Key Strategic Activities and performance targets 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 targets and measures contained in the Council's 2010-2011 budget compared to actual results for the year.

Key Strategic Activity	Target Performance	Target Date	How Target is Reported	Target Met	Comments
Settlement and Housing					
Revitalise and promote the Shepparton CBD as the region's premier retail . entertainment destination.	Implement the CBD Strategy recommendations by completing Stage 1 works for the 2010-2011 period.	June 2011	Report to Council	No	Work progressed in 2010/2011 including removing structures and improving safety lighting in the mall. Work to implement CBD Strategy recommendations will continue into 2011/2012.
Encourage innovative, appropriate, sustainable and affordable housing solutions.	Implement the recommendations from the Housing Strategy adopted in 2009-2010.	June 2011	Council Meeting Minutes	No	Following the amendment process recommendations were endorsed by Council in May 2011, documentation now awaiting ministerial gazettal. Implementation of recommendations is scheduled to commence in 2011/2012.
Community Life					
Redevelop Aquamoves as a regional community aquatic facility.	Gain funding from other levels of Government to progress the Aquamoves Master Plan, with a priority on car parking. (Subject to obtaining Government grant).	June 2011	Report to Council and Tender Process	No	Stage 1 Aquamoves Masterplan projects have been completed, as has a detailed design for the car park. Funding options are continuously being investigated however have been unsuccessful to date.
Embrace and strengthen cultural harmony and diversity.	Develop a Cultural Diversity Plan for Greater Shepparton and pursue implementation of any outcomes there from.	March 2011	Council Meeting Minutes	No	A cultural services framework has been developed and considered by the Council. A Cultural Diversity and Inclusion Strategy is now being developed and is expected to be formally adopted by the Council during 2011/2012.
Provide a safe and family friendly community.	Adopt a Community Safety Plan and implement the outcomes through the Community Safety Committee.	December 2010	Council Meeting Minutes	Yes	The Community Safety Plan was adopted by Council in June 2011. Implementation of outcomes has commenced.
Value Arts and Culture as an integral part of a dynamic community.	Develop a comprehensive Arts and Culture Policy and Strategy for Greater Shepparton.	September 2010	Council Meeting Minutes	No	The cultural services framework noted above has been broadened to include the Arts and Culture Policy and will be further considered as part of the work underway in developing a Cultural Diversity and Inclusion Strategy for Greater Shepparton.

Key Strategic Activity	Target Performance	Target Date	How Target is Reported	Target Met	Comments
Increase education and learning opportunities for our community.	Work with education providers to increase the range of locally available education options and promote life-long learning.	June 2011	Report to Council	Yes	Council is working collaboratively with education providers to develop a Tertiary Education Strategy. It is expected a draft strategy, including marketing and promotion of life long learning objectives, will be considered by Council in September 2011 and community feedback sought.
Environment					
Enhance the community's use and appreciation of the Goulburn and Broken rivers.	Complete scheduled RiverConnect projects for the 2010/2011 financial year	June 2011	RiverConnect Minutes	Yes	The RiverConnect Strategic Plan was endorsed by Council in May 2011. Projects have been priority categorised and will be delivered over a number of years in conjunction with key partnerships, subject to external funding support. Projects completed 2010/2011 include education projects and revegetation works.
Promote and demonstrate environmental sustainability.	Develop and adopt a strategy to ensure that development applications include sustainable environment management plans and incorporate sustainable building design concepts.	September 2010	Council Meeting Minutes	No	A steering committee has been set up including key stakeholders and community members with the development of a Environment & Sustainability Strategy underway. It is expected to be presented to Council for consideration during 2011/2012.
Identify and respect our significant cultural and environmental assets.	Adopt Heritage Study 2B.	July 2010	Council Meeting Minutes	Yes	The Greater Shepparton Heritage Study Stage 2B was adopted by Council in August 2010. The amendment process has been undertaken with documentation being finalised for sending to the Minister for authorisation.
Develop a mix of sustainable tourist attractions, festivals and events.	Adopt a new Tourism and Events Strategy.	December 2010	Council Meeting Minutes	Yes	The Tourism and Events Strategy was adopted by Council in April 2011.
Pursue opportunities to increase range of businesses and industries in the region to further strengthen our economy.	Adopt an Industrial Land Strategy.	December 2010	Council Meeting Minutes	No	An Industrial Land Strategy was adopted by Council in July 2011. Investigation works and the amendment process have now commenced.
Establish the Goulburn Valley Freight Logistics Centre to improve the efficiencies and competitiveness of regional business.	Complete detailed design for Stage 2.	June 2011	Report to Council	No	Detailed design not yet completed after experiencing delays in project. The detailed designs are expected to be completed during the 2011/2012 year.
Provide affordable and sustainable community infrastructure.	Complete activity management plans for 28 Council asset areas.	June 2011	Council Meeting Minutes	No	Now referred to as Asset Management Plans, seven of these plans have been prepared and will be adopted by Council in 2011/2012.
Redevelop the Victoria Park precinct.	Implement the Victoria Park Master Plan by completing the scheduled works for the 2010-2011 period.	June 2011	Standard Statements (BvA)	Yes	Water was returned to Victoria Park Lake in December 2010. The Major refurbishment works are mostly complete with minor landscaping works to be completed in 2011-2012.

Key Strategic Activity	Target Performance	Target Date	How Target is Reported	Target Met	Comments
Provide affordable and sustainable community infrastructure.	Develop a joint funding model for Katandra Community Centre and pursue funding.	June 2011	Funding model presented to Council for consideration	No	A Community Centre has been proposed and costed, and a public consultation has been held with overwhelming community support. A Community Fundraising group has been established. A report will be provided to Council in 2011/2012.
Council Organisation and Administration					
Engage our community when making decisions.	Provide support and resources to community engagement activities during the 2010-2011 period by establishing a Community Reference Panel.	November 2010	Council Meeting Minutes	No	An online Community Reference Panel project has been incorporated into a larger community engagement project, with a model expected to be completed by December 2011.
Develop strong partnerships with the State and Federal governments.	Promote Greater Shepparton as an important regional centre, with the capacity to support significant population growth by scheduling one meeting with each local member each financial year.	June 2011	Annual Report	Yes	Meetings incorporated into Councillor's calendars to occur during 2011/2012.
Pursue organisational development and improvement.	Review and update the Communications Best Value Report.	August 2010	Annual Report	Yes	Completed in September 2010
Pursue organisational development and improvement.	Implement a second customer satisfaction survey, to complement the annual state-wide Community Satisfaction Survey.	October 2010	Annual Report	Yes	Completed in December 2010.
Provide best practice management and administrative systems and structures to support the delivery of Council services and programs.	Review Conduct of Council Business policy and update as necessary to reflect best practice.	November 2010	Council Meeting Minutes	Yes	Review was undertaken in November 2010, with no changes identified.
Responsible management of resources.	Achievement of the operating result within 10% of the budgeted result excluding extraordinary items and depreciation.	June 2011	Audited Financial Statements	No	Operating result over budget by 30.6%.
Working capital ratio.	Current assets to current liabilities 2.0:1.	June 2011	Audited Financial Statements	Yes	Confirmed in August.
Rates, fees and charges outstanding.	3 per cent outstanding at 30 June 2011.	June 2011	Audited Financial Statements	No	5.5% outstanding at 30 June 2011.

Greater Shepparton City Council

Certification of the Performance Statement
for the year ended 30 June 2011

In our opinion, the accompanying Performance Statement of the Greater Shepparton City Council in respect of the 2010/2011 financial year is fairly presented in accordance with the *Local Government Act 1989*.

The statement outlines the performance targets and measures set out in relation to the achievement of Key Strategic Activities in respect of that year described in Council's budget, and describes the extent to which the Key Strategic Activities were met in that year having regard to those targets and measures.

At the time of signing, we are not aware of any circumstances which would render any particular in the statement to be misleading or inaccurate.



G Dobson (Mayor)
COUNCILLOR

Date:

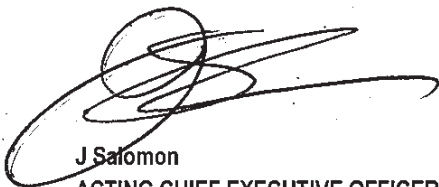
20th Sept 2011



M Polan (Deputy Mayor)
COUNCILLOR

Date:

20-9-11



J Salomon
ACTING CHIEF EXECUTIVE OFFICER

Date:

20/9/11

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Greater Shepparton City Council

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TTY users

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Speak & Listen users (speech-to-speech relay)

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