

17.5.2012

Greater Shepparton City Council  
Welsford St  
Shepparton, 3630  
Victoria



Dear Mayor, Cr Michael Polan,

On behalf of the Tourism Greater Shepparton (TGS) Board, I would like to register our support for the appointment of council's Manager – Tourism and Events, Carrie Donaldson, as the GSCC representative on the Goulburn River Valley Tourism (GRVT) Board.

TGS has long held the view that there is a need for more direct communication between our board and the city's representatives, both from industry and council, on the GRVT Board.

TGS is an active and progressive group with more than 80 members and we hope stronger engagement between the two boards and its representatives will be of great benefit to both our local and regional tourism strategies.

As TGS enjoys a positive working relationship with the Manager - Tourism and Events, this appointment to GRVT would also ensure that the interests of the Greater Shepparton Region are suitably represented at the regional level.

I would be happy to recommend this action on behalf of the tourism operators and stakeholders that TGS represents.

Yours faithfully,

Cheryl Hammer  
President  
Tourism Greater Shepparton

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**PO BOX 110, SHEPPARTON VIC 3632**  
**ABN 41 505 178 163**

**President:**  
**Treasurer**  
**Secretary:**

**Cheryl Hammer [0410 5612 934]**  
**Glenda Farrington**  
**Rebecca Ross [03 5831 4400]**

28 May 2012

Mr Bernard Morris  
Chairman  
Goulburn River Valley Tourism Board  
Locked Bag 1000  
**SHEPPARTON VIC 3632**

Dear Bernard and Committee Members

**GOULBURN RIVER VALLEY TOURISM BOARD RESIGNATION**

After much thought and consideration I have decided to resign from my position on the Goulburn River Valley Tourism Board.

I have thoroughly enjoyed my time as a Board Member and the interaction and involvement that it has entailed. However, it is my belief that it would be more beneficial to the Board to have an Officer of the Greater Shepparton City Council to participate in this role.

The Board has my support and I have confidence in the path that they are endeavouring to follow as they move forward in their progress. I wish you well and shall continue to take a personal interest in the future of Tourism in our areas.

Yours sincerely

**Cr Cherie Crawford**  
**COUNCILLOR**

# **Constitution of a company limited by guarantee**

**Goulburn River Valley Tourism Limited**  
ACN

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# Goulburn River Valley Tourism Limited

A company limited by guarantee

## Constitution

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### 1 Company's name

The name of the company is **Goulburn River Valley Tourism Limited**.

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### 2 Company's objects

The objects for which the company is established are:

- (a) to promote tourism in the municipalities served by Greater Shepparton City Council, Mitchell Shire Council, Murrindindi Shire Council and Strathbogie Shire Council and by any other Council which is accepted into membership in accordance with clause 10 ("the Region");
- (b) to oversee tourism marketing of the Region;
- (c) to facilitate development of the tourism industry in the Region, including development of skills amongst tourism operators and development of tourism-related products;
- (d) to mentor tourism organisations and operators within the Region;
- (e) to identify investment opportunities which will increase the economic return from tourism within the Region; and
- (f) to raise and administer funds to further the objects listed in sub-clauses (a) to (e).

For the purpose of achieving the objects listed above, the directors may:

- (a) formulate schemes;
  - (b) make rules in connection with any scheme; and
  - (c) revoke or amend any scheme or rules and formulate others.
- 

### 3 Company's powers

Solely for the purpose of carrying out the company's objects, the company may:

- (a) accept and undertake full or partial trusteeship, administration and management of trusts and funds, whether as trustee or as agent for the trustee or otherwise;
  - (b) raise funds and invite and receive contributions, grants, distributions of income or capital, gifts (by will or otherwise), loans and deposits from any person;
  - (c) provide funds or other material benefits by way of grant or otherwise to further the company's objects;
-

- (d) accept and hold funds or property of any kind on or for any charitable objects or purposes specified or to be specified by any person or to be selected by the directors from a class of trusts, objects or purposes specified by any person;
- (e) purchase, take on lease or in exchange, hire or otherwise acquire real or personal property, and any rights or privileges that are required for the purposes of, or capable of being conveniently used in connection with, the company's objects. However, if the company takes or holds any property which is subject to a trust, the company may only deal with that property in the manner allowed by Act having regard to that trust;
- (f) control, manage, lease, exchange, mortgage, charge, sell, transfer, surrender, dispose of, develop, carry on business or otherwise deal with any real or personal property of any kind or any estate or interest in that property;
- (g) invest, deal with and lend money and otherwise provide financial accommodation to, and guarantee or otherwise secure loans to, charitable objects or purposes;
- (h) construct, improve, maintain, develop, work, manage and control real or personal property and enter into contracts and agreements;
- (i) appoint a person as the company's attorney or agent with the powers (including the power to sub-delegate) and on the terms the company thinks fit, and procure registration or recognition of the company in any other country or place;
- (j) enter into any arrangement with any government or authority that seems conducive to the company's objects, obtain from any government or authority any right, privilege or concession that the company thinks it desirable to obtain, and carry out, exercise and comply with any of those arrangements, rights, privileges and concessions;
- (k) engage, dismiss or suspend any employee, agent, contractor or professional person;
- (l) borrow, raise or secure the payment of money and secure the repayment or performance of any debt, liability, contract, guarantee or other engagement in any way and, in particular, by mortgage, charge or overdraft or by the issue of debentures or debenture stock (perpetual or otherwise) charged on all or any of the company's property (both present and future) and purchase, redeem or pay off those securities;
- (m) spend money and do all other things that it considers desirable to promote the company's objects;
- (n) make, draw, accept, endorse, discount, execute and issue promissory notes, bills of exchange, bills of lading and other negotiable or transferable instruments;
- (o) print and publish newspapers, periodicals, books or leaflets or otherwise publish information in hard copy or by electronic means;

- (p) accept any gift of property, whether subject to any special trust or not, for the company's objects, but subject to the provisions in clause 3(e) relating to trusts (if applicable);
- (q) take any steps by personal or written appeals, public meetings or otherwise, that the company considers expedient to procure contributions to the company's funds, by way of donations, gifts (by will or otherwise), grants, sponsorships or otherwise;
- (r) appoint patrons of the company;
- (s) make donations for charitable purposes;
- (t) decline or otherwise refuse to accept any gift (by will or otherwise), donation, settlement or other disposition of money or property;
- (u) co-ordinate and arrange conferences, meetings, standing committees and commissions and other forums; and
- (v) do all other things that are incidental or conducive to attaining the company's objects.

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## **4 Additional powers**

The company has the powers set out in the Act but only to the extent necessary or convenient to carry out, or incidental to carrying out, the company's objects.

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## **5 Income and property**

- (a) The company's income and property must be applied solely towards promoting the company's objects.
- (b) No part of the income or property may be paid, transferred or distributed, directly or indirectly, by way of dividend, bonus, fee or otherwise, to any of the members or directors.
- (c) No directors fees may be paid to directors. All other payments to directors must be approved by the directors including, but not limited to:
  - (1) out-of-pocket expenses incurred by a director in performing a duty as a director of the company; or
  - (2) a service rendered to the company by a director in a professional or technical capacity, other than in the capacity as a director of the company, where:
    - (A) the provision of the service has the prior approval of the directors; and
    - (B) the amount payable is not more than an amount which commercially would be reasonable payment for the service,
- (d) All other payments to members must be approved by the directors, including but not limited to:
  - (1) in good faith to any member for goods supplied in the ordinary and usual course of business;

- (2) of a reasonable rate of interest on money borrowed from a member; or
  - (3) of reasonable and proper rent for premises let by any member to the company.
- (e) This clause does not prohibit indemnification of, or payment of premiums on contracts of insurance for, any director to the extent permitted by Act and this constitution.

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## **6 Liability of members**

The liability of the members is limited.

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## **7 Guarantee by members**

Every member undertakes to contribute an amount not more than \$100 to the property of the company if it is wound up while it is a member or within one year after it ceases to be a member, for:

- (a) payment of the company's debts and liabilities contracted before the time it ceased to be a member;
- (b) the costs, charges and expenses of winding up; and
- (c) the adjustment of the rights of the contributories among themselves.

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## **8 Winding up**

- (a) If, on the winding up or dissolution of the company, any property remains after satisfaction of all its debts and liabilities, this property must only be given or transferred to an institution:
  - (1) whose objects are similar to the objects set out in clause 2; and
  - (2) whose constitution prohibits distributions or payments to its members and directors (if any) to an extent at least as great as is outlined in rule 5.
- (b) The identity of the institution referred to in rule 8(a) must be decided by the directors, or if the directors do not wish to decide or do not decide, it must be decided by the members by ordinary resolution at or before the time of winding up or dissolution of the company and, if the members cannot decide, by the Supreme Court of the State.

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## **9 Altering this constitution**

A special resolution making a material alteration to clauses 2, 5, 8, or 9 has no effect unless approved in writing by a Deputy Commissioner of Taxation.

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## 10 Membership

- (a) The members are:
  - (1) the Councils consenting to be the initial members set out below; and
  - (2) any other persons or entities the directors admit to membership in accordance with this constitution.
- (b) No person or entity shall be admitted to membership unless:
  - (1) it is a Council; and
  - (2) it is approved by each existing member.
- (c) Every application for membership of the company (except by the initial members) must be:
  - (1) made in writing and signed on behalf of the applicant;
  - (2) accompanied by the written consent of each existing member; and
  - (3) in the form prescribed by the directors.
- (d) At the next meeting of the directors after the receipt of an application for membership, the directors must consider the application and decide whether to admit or reject the admission of the applicant. The directors need not give any reason for rejecting an application.

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## 11 When membership ceases

### 11.1 Resignation and other events

A person immediately ceases to be a member if the person:

- (a) resigns as a member by giving written notice to the company;
- (b) becomes bankrupt or insolvent or makes any arrangement or composition with its creditors; or
- (c) is expelled under clause 11.2.

### 11.2 Expulsion

- (a) The members may, by special resolution at a general meeting, expel a member from the company if, in their absolute discretion, they decide it is not in the interests of the company for the person to remain a member ("the affected member").
- (b) If the members intend to propose a resolution under clause 11.2(a), at least one week before the meeting at which the resolution is to be proposed, they must give the affected member written notice:
  - (1) stating the date, place and time of the meeting;
  - (2) setting out the intended resolution and the grounds on which it is based; and

- (3) informing the affected member that he or she may attend the meeting and may give an oral or written explanation or submission before the resolution is put to the vote.

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## **12 General meetings**

### **12.1 Annual general meeting**

The company must hold an annual general meeting:

- (a) within 18 months of it becoming registered; and
- (b) at least once in every calendar year and within five months after the end of its financial year.

### **12.2 Business at annual general meetings**

The ordinary business of the annual general meeting shall be-

- (a) to confirm the minutes of
  - (1) the previous annual general meeting; and
  - (2) any general meeting held since that meeting, where the minutes of the subsequent meeting have not already been confirmed; and
- (b) to receive the annual financial report, directors' report and auditor's report;
- (c) to elect directors;
- (d) to appoint the auditor; and
- (e) to fix the auditor's remuneration.

The annual general meeting may conduct any special business of which notice has been given in accordance with this clause 12.

### **12.3 Calling general meetings**

- (a) The directors may call and arrange to hold a general meeting whenever they think fit.
- (b) A general meeting may be called and arranged to be held only as provided by this clause 12.1 or as provided by sections 249D, 249E, 249F and 249G of the Act.
- (c) The directors may change the venue for, postpone or cancel a general meeting, unless the meeting is called and arranged to be held by the members or the court under the Act. If a general meeting is called and arranged to be held under section 249D of the Act, the directors may not:
  - (1) postpone it beyond the date by which section 249D requires it to be held; or
  - (2) cancel it without the consent of the requisitioning member.



## **12.4 Notice of general meetings**

- (a) Notice of every general meeting must be given in any manner authorised by clause 18 to:
  - (1) every member entitled to vote, except a member who has not supplied the company with an address in Australia for giving notices;
  - (2) each director; and
  - (3) the auditor.

No other person is entitled to receive notice of general meetings.

- (b) A notice of a general meeting must:
  - (1) specify the date, time and place of the meeting; and
  - (2) except as provided by the Act, state the general nature of the business to be transacted at the meeting.
- (c) A person may waive notice of a general meeting by written notice to the company.
- (d) The non-receipt of notice of a general meeting or proxy form by, or a failure to give notice of a general meeting or a proxy form to, any person entitled to receive notice of a general meeting under this clause 12.4 does not invalidate any act, matter or thing done or resolution passed at the general meeting if:
  - (1) the non-receipt or failure occurred by accident or error; or
  - (2) before or after the meeting, the person:
    - (A) has waived or waives notice of that meeting under clause 12.4(c); or
    - (B) has notified or notifies the company of the person's agreement to that act, matter, thing or resolution by written notice to the company.
- (e) A person's attendance at a general meeting waives any objection that person may have to:
  - (1) a failure to give notice, or the giving of a defective notice, of the meeting unless, at the beginning of the meeting, the person objects to the holding of the meeting; and
  - (2) the consideration of a particular matter at the meeting which is not within the business referred to in the notice of the meeting, unless the person objects to considering the matter when it is presented.

## **12.5 General meetings by technology**

- (a) The contemporaneous linking together by telephone or other electronic means of a sufficient number of the members in person, to constitute a quorum constitutes a meeting of the members, provided each member has a reasonable opportunity to participate at the meeting.

- (b) All the provisions in this constitution relating to meetings of the members apply, so far as they can and with any necessary changes, to meetings of the members by telephone or other electronic means.
- (c) A member who takes part in a meeting by telephone or other electronic means is taken to be present in person at the meeting.
- (d) A meeting by telephone or other electronic means is taken as held at the place decided by the chairperson of the meeting, as long as at least one of the members involved was at that place for the duration of the meeting.

## **12.6 Quorum at general meetings**

- (a) No business may be transacted at a general meeting, except the election of a chairperson and the adjournment of the meeting, unless a quorum of members is present when the meeting proceeds to business.
- (b) A quorum consists of:
  - (1) if the members have fixed a number for the quorum, that number of members; and
  - (2) in any other case, 3 members,entitled to vote present at the meeting in person, by proxy, by attorney or as representing a corporation.
- (c) If a quorum is not present within 30 minutes after the time appointed for a general meeting:
  - (1) where the meeting was convened on the requisition of members, the meeting must be dissolved; or
  - (2) in any other case:
    - (A) the meeting stands adjourned to the day, and at the time and place, that the directors decide or, if the directors do not make a decision, to the same day in the next week at the same time and place; and
    - (B) if, at the adjourned meeting, a quorum is not present within 30 minutes after the time appointed for the meeting, the meeting must be dissolved.

## **12.7 Chairperson of general meetings**

- (a) The chairperson of directors must (if present within 15 minutes after the time appointed for the meeting and willing to act) preside as chairperson at each general meeting.
- (b) If at a general meeting:
  - (1) there is no chairperson of directors;
  - (2) the chairperson of directors is not present within 15 minutes after the time appointed for the meeting; or
  - (3) the chairperson of directors is present within that time but is not willing to act as chairperson of the meeting,

the members present must elect as chairperson of the meeting:

- (4) another director who is present and willing to act; or
- (5) if no other director present at the meeting is willing to act, a member who is present and willing to act.

## **12.8 Conducting and adjourning general meetings**

- (a) A question arising at a general meeting relating to the order of business, procedure or conduct of the meeting must be referred to the chairperson of the meeting, whose decision is final.
- (b) The chairperson of a general meeting may, and must if so directed by the meeting, adjourn the meeting from time to time and from place to place, but no business may be transacted at any adjourned meeting except the business left unfinished at the meeting from which the adjournment took place.
- (c) Where a meeting is adjourned for 30 days or more, notice of the adjourned meeting must be given as for an original meeting.
- (d) Except as provided by clause 12.8(c), it is not necessary to give any notice of an adjournment or of the business to be transacted at an adjourned meeting.
- (e) Where a meeting is adjourned, the directors may change the venue of, or postpone or cancel, the adjourned meeting, unless the meeting was called and arranged to be held by the members or the court under the Act. If a meeting is called and arranged to be held under section 249D of the Act, the directors may not postpone it beyond the date by which section 249D requires it to be held and may not cancel it without the consent of the requisitioning member.

## **12.9 Decisions at general meetings**

- (a) Except where by law a resolution requires a special majority, questions arising at a general meeting must be decided by a majority of votes cast by the members present at the meeting. Such a decision is for all purposes a decision of the members.
- (b) Where the votes on a proposed resolution are equal:
  - (1) the chairperson of the meeting does not have a second or casting vote; and
  - (2) the proposed resolution is taken as lost.
- (c) A resolution put to the vote of a general meeting must be decided on a show of hands unless, before the vote is taken or before or immediately after the declaration of the result of the show of hands, a poll is demanded by:
  - (1) the chairperson of the meeting; or
  - (2) at least 2 members present and with the right to vote on the resolution.

- (d) A demand for a poll does not prevent a general meeting continuing for the transaction of any business except the question on which the poll has been demanded.
- (e) Unless a poll is duly demanded, a declaration by the chairperson of a general meeting that a resolution has on a show of hands been carried or carried unanimously, or carried by a particular majority, or lost, and an entry to that effect in the book containing the minutes of the proceedings of the company, is conclusive evidence of the fact without proof of the number or proportion of the votes recorded in favour of or against the resolution.
- (f) If a poll is duly demanded at a general meeting, it must be taken in such manner, and either at once or after an interval or adjournment or otherwise, as the chairperson of the meeting directs. The result of the poll is the resolution of the meeting at which the poll was demanded.
- (g) A poll demanded at a general meeting on the election of a chairperson of the meeting or on a question of adjournment must be taken immediately.
- (h) The demand for a poll may be withdrawn.
- (i) If the company has only one member, the company may pass a resolution by the member recording it and signing the record.

## **12.10 Voting rights**

- (a) Subject to this constitution and to any rights or restrictions attached to any class of membership, at a general meeting every member present in person or by proxy, attorney or representative has one vote.
- (b) A proxy, attorney or representative is entitled to a separate vote for each member the person represents, in addition to any vote the person may have as a member in his or her own right.
- (c) An objection to the qualification of a person to vote at a general meeting must be:
  - (1) raised before or at the meeting at which the vote objected to is given or tendered; and
  - (2) referred to the chairperson of the meeting, whose decision is final.
- (d) A vote not disallowed by the chairperson of a meeting under clause 12.10(c) is valid for all purposes.

## **12.11 Representation at general meetings**

- (a) Subject to this constitution, each member entitled to vote at a meeting of members may vote:
  - (1) in person or, where a member is a Council or a body corporate, by its representative;
  - (2) by proxy; or
  - (3) by attorney.

- (b) A proxy, attorney or representative may, but need not, be a member of the company.
- (c) A proxy, attorney or representative may be appointed for:
  - (1) all general meetings;
  - (2) any number of general meetings; or
  - (3) a particular general meeting.
- (d) Unless otherwise provided in the instrument, an instrument appointing a proxy, attorney or representative is taken to confer authority:
  - (1) to agree to a meeting being convened by shorter notice than is required by the Act or by this constitution;
  - (2) to speak to any proposed resolution on which the proxy, attorney or representative may vote;
  - (3) to demand or join in demanding a poll on any resolution on which the proxy, attorney or representative may vote;
  - (4) even though the instrument may refer to specific resolutions and may direct the proxy, attorney or representative how to vote on those resolutions:
    - (A) to vote on any amendment moved to the proposed resolutions and on any motion that the proposed resolutions not be put or any similar motion;
    - (B) to vote on any procedural motion, including any motion to elect the chairperson, to vacate the chair or to adjourn the meeting; and
    - (C) to act generally at the meeting; and
  - (5) even though the instrument may refer to a specific meeting to be held at a specified time or venue, where the meeting is rescheduled or adjourned to another time or changed to another venue, to attend and vote at the re-scheduled or adjourned meeting or at the new venue.
- (e) An instrument appointing a proxy or attorney may direct the manner in which the proxy or attorney is to vote in respect of a particular resolution. Where an instrument contains such a direction, the proxy or attorney is not entitled to vote on the proposed resolution except as directed in the instrument.
- (f) Subject to clause 12.11(g), an instrument appointing a proxy or attorney need not be in any particular form as long as it is in writing, legally valid and signed by the appointer or the appointer's attorney.
- (g) A proxy or attorney may not vote at a general meeting or adjourned meeting or on a poll unless the instrument appointing the proxy or attorney, and the authority under which the instrument is signed or a certified copy of the authority, are received in the places or at the fax numbers, and before the times, specified for that purpose in the notice calling the meeting. In the notice:

- (1) the place may be the company's office or another place and a fax number may be the fax number at the company's office or another fax number; and
  - (2) the time may be before the time for holding the meeting or adjourned meeting.
- (h) The directors may waive all or any of the requirements of clauses 12.11(f) and (g) and in particular may, on production of any other evidence the directors require to prove the validity of the appointment of a proxy or attorney, accept:
  - (1) an oral appointment of a proxy or attorney;
  - (2) an appointment of a proxy or attorney which is not signed or executed in the manner required by clause 12.11(f); or
  - (3) the deposit, tabling or production of a copy (including a copy sent by fax) of an instrument appointing a proxy or attorney, or of the power of attorney or other authority under which the instrument is signed.
- (i) A vote given in accordance with the terms of an instrument appointing a proxy or attorney is valid despite the revocation of the instrument, or of the authority under which the instrument was executed, if the company has not received written notice of revocation by the time and at one of the places at which the instrument appointing the proxy or attorney is required to be received under clause 12.11(g).
- (j) The appointment of a proxy or attorney is not revoked by the appointer attending and taking part in the general meeting but, if the appointer votes on a resolution, the proxy or attorney is not entitled to vote, and must not vote, as the appointer's proxy or attorney on the resolution.

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## 13 Directors

### 13.1 Appointing and removing directors

- (a) There must be:
  - (1) at least 4 directors; and
  - (2) subject to clause 13.1(c), not more than 9 directors.
- (b) The first directors are the persons who have consented to act as proposed directors and who are named as proposed directors in the application for registration of the company.
- (c) Subject to clause 13.2(b), the company may by resolution:
  - (1) increase or reduce the minimum or maximum number of directors; and
  - (2) appoint or remove a director.

- (d) The directors may appoint any individual as a director to fill a casual vacancy but the total number of directors must not at any time exceed the maximum number allowed under this constitution.
- (e) Subject to clause 13.5 and to the terms of any agreement entered into between the company and the relevant director, a director holds office until he or she dies or is removed from office under clause 13.1(c)(2).

### **13.2 Constitution of the board of directors**

- (a) The directors must consist of the following persons:
  - (1) an independent chairperson;
  - (2) a representative of each member ("representative director"); and
  - (3) up to four (4) skilled directors, one nominated by each member in accordance with clause 13.5,and, with the exception of the first directors, the directors shall be elected by the company in general meeting.
- (b) Notwithstanding clause 13.1(c), a resolution to remove a representative director does not take effect until a replacement representative director to represent the relevant member has been appointed (provided that the relevant member must nominate an alternative representative director for election within 3 months of any resolution to remove a representative director).

### **13.3 Qualifications of representative directors**

- (a) A person to be appointed as a representative director must:
  - (1) hold office as a councillor of the relevant member; or
  - (2) be employed as Chief Executive Office or other senior employee of the relevant member.

### **13.4 Qualifications of skilled directors**

A person to be appointed as a skilled director must be able to demonstrate skills, knowledge and experience in two or more of the following areas:

- (a) the tourism industry such as:
  - (1) marketing & promotion;
  - (2) planning & development;
  - (3) industry networks; or
  - (4) local area knowledge;
- (b) general marketing and promotion;
- (c) strategic thinking & planning;
- (d) accounting and finance;
- (e) risk management;
- (f) legal skills;

- (g) people management and the ability to achieve change;
- (h) experience in roles in similar organisations, industries or community activities; and
- (i) such other skills, knowledge and experience relevant to the Company's objects (as defined in clause 2) as determined time to time by the Directors,

and preference shall be given to a person who resides, or carries on business, in a part of the Region which is not then represented among the directors.

### **13.5 Nomination of skilled directors**

- (a) Each skilled director shall be nominated by a member such that each member shall have a nominee skilled director on the Board at all times.
- (b) If:
  - (1) a person nominated by a member for election as a skilled director is not elected on the grounds that he or she does not meet the criteria set out in clause 13.4; or
  - (2) the tenure of a skilled director expires or his or her office becomes vacant for any reason,the relevant member shall be entitled to propose an alternative nominee for election.

### **13.6 Tenure of directors**

Each director shall hold office for a term of 2 years from the date of his or her election provided that each director may, at his or her own election, extend that term by a period of 2 years and then by a further period of 1 year resulting in a maximum 5 year term.

### **13.7 Tenure of initial directors**

Notwithstanding clause 13.6:

- (a) for the period from date this amended constitution is adopted until the date on which the Annual General Meeting is held in 2011 ("2011 AGM date"), the existing directors of the Company shall hold office; and
- (b) for the period from the 2011 AGM date until the date on which the Annual General Meeting is held in 2015 the following persons shall hold office as directors:
  - (1) an independent chairperson shall hold office from the 2011 AGM date until the date on which the Annual General Meeting is held in 2015 whereupon he or she shall retire and a replacement director shall be elected for him or her in accordance with clause 13.2;
  - (2) two directors who meet the requirements of clause 13.2(a)(3) and who are elected by the members at the 2011 AGM shall hold office from the 2011 AGM date until the date on which the Annual General Meeting is held in 2012, whereupon they shall each retire



and a replacement director shall be elected for each of them in accordance with clause 13.2;

- (3) four directors who meet the requirements of clause 13.2(a)(2) and who are elected by the members at the 2011 AGM shall hold office from the 2011 AGM date until the date on which the Annual General Meeting is held in 2013, whereupon they shall each retire and a replacement director shall be elected for each of them in accordance with clause 13.2; and
- (4) two directors who meet the requirements of clause 13.2(a)(3) and who are elected by the members at the 2011 AGM shall hold office from the 2011 AGM date until the date on which the Annual General Meeting is held in 2014, whereupon they shall each retire and a replacement director shall be elected for each of them in accordance with clause 13.2,

provided that upon his or her retirement from the Board pursuant to this clause 13.7, any of the above-mentioned persons shall be eligible for immediate re-election as a director of the Company.

### **13.8 When office of director becomes vacant**

In addition to the circumstances prescribed by the Act, the office of a director becomes vacant if:

- (a) the term of his or her appointment expires pursuant to clause 13.5;
- (b) the office or employment of a representative director as described in clause 13.3 expires or is terminated; or
- (c) the director:
  - (1) becomes of unsound mind or a person who is, or whose estate is, liable to be dealt with in any way under the Act relating to mental health;
  - (2) becomes bankrupt or insolvent or makes an arrangement or composition with his or her creditors generally;
  - (3) is convicted on indictment of an offence and the directors do not within one month after that conviction resolve to confirm the director's appointment or election (as applicable) to the office of director; or
  - (4) resigns by written notice to the company.

### **13.9 Director need not be a member**

- (a) A director need not be a member to qualify for appointment.
- (b) A director may attend and speak at general meetings even though that director is not a member.

### **13.10 Interested directors**

- (a) Subject to clause 5, a director may hold another position (except as auditor) in the company or any related body corporate in conjunction with

his or her directorship and may be appointed to that position on terms as to remuneration, tenure and otherwise that the directors think fit.

- (b) A director:
  - (1) may be or become a director or other officer of, or otherwise interested in, any related body corporate or other body corporate promoted by the company or in which the company is interested as a shareholder or otherwise; and
  - (2) is not accountable to the company for any remuneration or other benefits he or she receives as a director or officer of, or from having an interest in, that body corporate.
- (c) The directors may exercise the voting rights conferred by shares in any body corporate held or owned by the company in the manner in all respects that they think fit.
- (d) A director is not disqualified merely because he or she is a director from contracting with the company in any respect including, but not limited to:
  - (1) selling property to, or purchasing property from, the company;
  - (2) lending money to the company with or without interest or security;
  - (3) guaranteeing the repayment of money borrowed by the company for a commission or profit;
  - (4) underwriting or guaranteeing the subscription for securities in any related body corporate or other body corporate promoted by the company or in which the company is interested as a shareholder or otherwise, for a commission or profit; or
  - (5) being employed by the company or acting in any professional capacity (except as auditor) on behalf of the company.
- (e) A contract made by a director with the company and a contract or arrangement entered into by or on behalf of the company in which any director may be in any way interested is not avoided or rendered voidable merely because the director holds office as a director or because of the fiduciary obligations arising out of that office.
- (f) A director contracting with or being interested in any arrangement involving the company is liable to account to the company for any profit realised by or under that contract or arrangement unless the directors otherwise decide.
- (g) Unless section 195 of the Act permits, a director who has a material personal interest in a matter that is being considered at a directors' meeting must not:
  - (1) be present while the matter is being considered at the meeting; or
  - (2) vote on the matter.
- (h) The directors may make regulations requiring the disclosure of interests that a director, and any person considered by the directors as related to or associated with the director, may have in any matter concerning the

company or a related body corporate. Any regulations made under this constitution bind all directors.

### **13.11 Powers and duties of directors**

- (a) The directors are responsible for managing the company's business and affairs and may exercise to the exclusion of the company in general meeting all the company's powers which are not required, by the Act or by this constitution, to be exercised by the company in general meeting.
- (b) Without limiting clause 13.11(a), the directors may exercise all the company's powers to:
  - (1) borrow or otherwise raise money;
  - (2) charge any property or business of the company; and
  - (3) issue debentures or give any other security for a debt, liability or obligation of the company or of any other person.
- (c) The directors may decide how cheques, promissory notes, bankers drafts, bills of exchange or other negotiable instruments must be signed, drawn, accepted, endorsed or otherwise executed (as applicable) by or on behalf of the company.
- (d) The directors may pay out of the company's funds all expenses of the promotion, formation and registration of the company and the vesting in it of the assets acquired by it.
- (e) The directors may:
  - (1) appoint or employ a person to be an officer, agent or attorney of the company for the purposes, with the powers, discretions and duties (including powers, discretions and duties vested in or exercisable by the directors), for the period and on the conditions they think fit;
  - (2) authorise an officer, agent or attorney to delegate all or any of the powers, discretions and duties vested in the officer, agent or attorney; and
  - (3) subject to any contract between the company and the relevant officer, agent or attorney, remove or dismiss any officer, agent or attorney at any time, with or without cause.
- (f) A power of attorney may contain any provisions for the protection and convenience of the attorney or persons dealing with the attorney that the directors think fit.

### **13.12 Proceedings of directors**

- (a) The directors may meet together and adjourn and otherwise regulate their meetings as they think fit.
- (b) The contemporaneous linking together by telephone or other electronic means of a sufficient number of the directors to constitute a quorum constitutes a meeting of the directors. All the provisions in this constitution relating to meetings of the directors apply, so far as they can

and with any necessary changes, to meetings of the directors by telephone or other electronic means.

- (c) A director who takes part in a meeting by telephone or other electronic means is taken to be present in person at the meeting.
- (d) A meeting by telephone or other electronic means is taken as held at the place decided by the chairperson of the meeting, as long as at least one of the directors involved was at that place for the duration of the meeting.

### **13.13 Convening meetings of directors**

- (a) A director may convene a meeting of the directors whenever he or she thinks fit.
- (b) A secretary must, on the requisition of a director, convene a meeting of the directors.

### **13.14 Notice of meetings of directors**

- (a) Subject to this constitution, notice of a meeting of directors must be given to each person who is at the time of giving the notice:
  - (1) a director, except a director on leave of absence approved by the directors; or
  - (2) an alternate director appointed under clause 13.19 by a director on leave of absence approved by the directors.
- (b) A notice of a meeting of directors:
  - (1) must specify the time and place of the meeting;
  - (2) need not state the nature of the business to be transacted at the meeting;
  - (3) may be given immediately before the meeting;
  - (4) may be given in person or by post, telephone, fax or other electronic means ; and
  - (5) is taken as given to an alternate director if it is given to the director who appointed that alternate director.
- (c) A director or alternate director may waive notice of a meeting of directors by notifying the company to that effect in person or by post, telephone, fax or other electronic means.
- (d) The non-receipt of notice of a meeting of directors by, or a failure to give notice of a meeting of directors to, a director does not invalidate any act, matter or thing done or resolution passed at the meeting if:
  - (1) the non-receipt or failure occurred by accident or error;
  - (2) before or after the meeting, the director or an alternate director appointed by the director:
    - (A) has waived or waives notice of that meeting under clause 13.14(c); or

- (B) has notified or notifies the company of his or her agreement to that act, matter, thing or resolution personally or by post, telephone, fax or other electronic means; or
- (3) the director or an alternate director appointed by the director attended the meeting.
- (e) The non-receipt of notice of a meeting of directors by, or a failure to give notice of a meeting of directors to, an alternate director or a director on leave of absence approved by the directors does not invalidate any act, matter or thing done or resolution passed at the meeting if:
  - (1) the non-receipt or failure occurred by accident or error;
  - (2) before or after the meeting, the alternate director or the director who appointed the alternate director:
    - (A) has waived or waives notice of that meeting under clause 13.14(c); or
    - (B) has notified or notifies the company of his or her agreement to that act, matter, thing or resolution personally or by post, telephone, fax or other electronic means; or
  - (3) the alternate director or the director who appointed the alternate director attended the meeting.
- (f) Attendance by a person at a meeting of directors waives any objection which that person and:
  - (1) if the person is a director, an alternate director appointed by that person; or
  - (2) if the person is an alternate director, the director who appointed that person as alternate director,may have to a failure to give notice of the meeting.

### **13.15 Quorum at meetings of directors**

- (a) No business may be transacted at a meeting of directors unless a quorum of directors is present at the time the business is dealt with.
- (b) A quorum consists of:
  - (1) if the directors have fixed a number for the quorum, that number of directors; and
  - (2) in any other case, 3 directors,present at the meeting of directors.
- (c) If there is a vacancy in the office of a director then, subject to clause 13.15(d), the remaining directors may act.
- (d) If the number of directors in office at any time is not sufficient to constitute a quorum at a meeting of directors, or is less than the minimum number of directors fixed under this constitution, or if the requirements outlined in clause 13.2 concerning the qualifications of directors are not satisfied, the remaining directors must act as soon as possible to:

- (1) increase the number of directors to a number sufficient to constitute a quorum and to satisfy the minimum number of directors required under this constitution;
  - (2) convene a general meeting of the company for that purpose, or
  - (3) appoint additional directors,
- and, until that has happened, may only act if and to the extent that there is an emergency requiring them to act.

### **13.16 Chairperson of directors**

- (a) With the exception of the first chairperson, the chairperson is that person who is elected to that office by the company in general meeting.
- (b) The chairperson is entitled to vote at meetings of the directors.
- (c) The chairperson must (if present within 10 minutes after the time appointed for the meeting and willing to act) preside as chairperson at each meeting of directors.
- (d) If at a meeting of directors:
  - (1) there is no chairperson;
  - (2) the chairperson is not present within 10 minutes after the time appointed for the meeting; or
  - (3) the chairperson is present within that time but is not willing to act as chairperson of the meeting,

the directors present must elect one of the directors as chairperson of the meeting, provided that any director elected to stand in as chairperson for a particular meeting shall retain his or her entitlement to vote at that meeting.

### **13.17 Decisions of directors**

- (a) A meeting of directors at which a quorum is present may exercise all the powers and discretions vested in or exercisable by the directors under this constitution.
- (b) Questions arising at a meeting of directors must be decided by a majority of votes cast by the directors present. Such a decision is for all purposes a decision of the directors.
- (c) Where the votes on a proposed resolution are equal:
  - (1) the chairperson of the meeting does not have a casting vote; and
  - (2) the proposed resolution is taken as lost.

### **13.18 Written resolutions**

- (a) If:
  - (1) a majority of the directors assent to a document containing a statement to the effect that an act, matter or thing has been done or resolution has been passed; and

- (2) the directors who assent to the document would have constituted a quorum at a meeting of directors held to consider that act, matter, thing or resolution,  
then that act, matter, thing or resolution is taken as done at or passed by a meeting of the directors.
- (b) For the purposes of clause 13.18(a):
  - (1) the meeting is taken as held:
    - (A) if the directors assented to the document on the same day, on the day on which the document was assented to and at the time at which the document was last assented to; or
    - (B) if the directors assented to the document on different days, on the day on which, and at the time at which, the document was last assented to;
  - (2) 2 or more separate documents in identical terms, each of which is assented to by one or more directors, are taken as constituting one document; and
  - (3) a director may signify assent to a document by signing the document or by notifying the company of the director's assent in person or by post, telephone, fax or other electronic means.
- (c) Where a director signifies assent to a document otherwise than by signing the document, the director must as confirmation sign the document at the next meeting of the directors that director attends, but failure to do so does not invalidate the act, matter, thing or resolution to which the document relates.

### **13.19 Alternate directors**

- (a) A director may, with the approval of the directors, appoint a person as his or her alternate director for the period the director thinks fit.
- (b) An alternate director may, but need not, be a member or director of the company.
- (c) One person may act as alternate director to more than one director.
- (d) An alternate director may, if the appointer does not attend a meeting of directors, attend and vote in place of and on behalf of the appointer.
- (e) An alternate director is entitled to a separate vote for each director the alternate director represents in addition to any vote the alternate director may have as a director in his or her own right.
- (f) In the absence of the appointer, an alternate director may exercise any power that the appointer may exercise. The exercise of such a power by the alternate director is taken to be the exercise of the power by the appointer.
- (g) The office of an alternate director is vacated if and when the appointer vacates office as a director.

- (h) The appointer may terminate the appointment of an alternate director at any time, even though the period of the appointment has not expired.
- (i) An appointment, or the termination of an appointment, of an alternate director must be in writing signed by the director who makes or made the appointment and does not take effect until the company has received written notice of the appointment or termination.
- (j) An alternate director is not to be taken into account in counting the minimum or maximum number of directors allowed under this constitution.
- (k) In deciding whether a quorum is present at a meeting of directors, an alternate director who attends the meeting is to be counted as a director for each director on whose behalf the alternate director is attending the meeting.
- (l) An alternate director, while acting as a director, is:
  - (1) responsible to the company for his or her own acts and defaults; and
  - (2) not to be taken to be the agent of the director by whom he or she was appointed.

#### **13.20 Committees of directors**

- (a) The directors may delegate any of their powers to one or more committees consisting of the number of directors they think fit.
- (b) A committee to which any powers have been delegated must exercise the powers delegated in accordance with any directions given by the directors.
- (c) The provisions of this constitution that apply to meetings and resolutions of directors apply, so far as they can and with any necessary changes, to meetings and resolutions of a committee of directors.

#### **13.21 Delegation to individual directors**

- (a) The directors may delegate any of their powers to one director.
- (b) A director to whom any powers have been delegated must exercise the powers delegated in accordance with any directions given by the directors.

#### **13.22 Validity of acts**

An act done by a person acting as a director, a meeting of directors, or a committee of directors attended by a person acting as a director, is not invalidated merely because of:

- (a) a defect in the appointment of the person as a director;
- (b) the person being disqualified to be a director or having vacated office; or
- (c) the person not being entitled to vote,

if that circumstance was not known by the person, the directors or the committee (as applicable) when the act was done.



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## **14 Executive officers**

### **14.1 Executive director**

- (a) The directors may appoint one of the directors as executive director.
- (b) An executive director's appointment as executive director automatically terminates if he or she ceases to be a director.

### **14.2 Secretaries**

- (a) The directors must appoint at least one secretary and may appoint additional secretaries.
- (b) The directors may appoint one or more assistant secretaries.

### **14.3 Provisions that apply to all executive officers**

- (a) A reference in this clause 14.3 to an executive officer is a reference to an executive director, secretary or assistant secretary appointed under this clause 14.
- (b) The appointment of an executive officer may be for the period, at the remuneration and on the conditions that the directors think fit.
- (c) Subject to any contract between the company and the relevant executive officer, an executive officer may be removed or dismissed by the directors at any time, with or without cause.
- (d) The directors may:
  - (1) confer on an executive officer the powers, discretions and duties (including any powers, discretions and duties vested in or exercisable by the directors) they think fit;
  - (2) withdraw, suspend or vary any of the powers, discretions and duties conferred on an executive officer; and
  - (3) authorise the executive officer to delegate all or any of the powers, discretions and duties conferred on him or her.
- (e) An executive officer need not be a member to qualify for appointment.
- (f) An act done by a person acting as an executive officer is not invalidated merely because of:
  - (1) a defect in the person's appointment as an executive officer; or
  - (2) the person being disqualified to be an executive officer,if that circumstance was not known by the person when the act was done.

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## **15 Advisory committees**

### **15.1 Establishment and termination**

- (a) The directors may:

- (1) establish or appoint one or more advisory committees; and
  - (2) appoint and remove, or make provision for the appointment and removal of, members of the advisory committees.
- (b) Each advisory committee will consist of a single individual or the number of individuals that the directors decide.
- (c) The directors may terminate an advisory committee at any time.

## **15.2 Functions**

- (a) The functions of each advisory committee will be decided by the directors.
- (b) The directors may specify:
  - (1) the manner in which proceedings of each advisory committee are to be conducted;
  - (2) the matters which the advisory committee must consider in carrying out its functions; and
  - (3) any other matters concerning the advisory committee or its functions that the directors decide.

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# **16 Indemnity and insurance**

## **16.1 Persons to whom clauses 16.2 and 16.4 apply**

Clauses 16.2 and 16.4 apply to:

- (a) each person who is or has been a director, alternate director or executive officer (within the meaning of clause 14.3(a)) of the company; and
- (b) any other officers or former officers of the company or of its related bodies corporate that the directors decide in each case.

## **16.2 Indemnity**

The company must

- (a) indemnify; and
- (b) if requested by a person to whom this clause 16.2 applies, enter into a deed indemnifying,

on a full indemnity basis and to the full extent permitted by the Act, each person to whom this clause 16.2 applies for all losses or liabilities incurred by the person as an officer of the company or of a related body corporate including, but not limited to, a liability for negligence or for reasonable costs and expenses incurred:

- (c) in defending proceedings, whether civil or criminal, in which judgment is given in favour of the person or in which the person is acquitted; or
- (d) in connection with an application, in relation to those proceedings, in which the court grants relief to the person under the Act.

### **16.3 Extent of indemnity**

The indemnity in clause 16.2:

- (a) is a continuing obligation and is enforceable by a person to whom clause 16.2 applies even though that person has ceased to be an officer of the company or of a related body corporate; and
- (b) operates only to the extent that the loss or liability is not covered by insurance.

### **16.4 Insurance**

The company may, to the extent permitted by the Act:

- (a) purchase and maintain insurance; or
- (b) pay or agree to pay a premium for insurance,

for any person to whom this clause 16.4 applies against any liability incurred by the person as an officer of the company or of a related body corporate including, but not limited to, a liability for negligence or for reasonable costs and expenses incurred in defending proceedings, whether civil or criminal and whatever their outcome.

### **16.5 Savings**

Nothing in clauses 16.2 or 16.4:

- (a) affects any other right or remedy that a person to whom those clauses apply may have in respect of any loss or liability referred to in those clauses; or
- (b) limits the capacity of the company to indemnify or provide insurance for any person to whom those clauses do not apply.

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## **17 Auditor**

The company must appoint a properly qualified auditor whose duties will be regulated in accordance with the Act.

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## **18 Notices**

### **18.1 How notices may be given**

A notice may be given by the company to a member by:

- (a) delivering it to the member personally;
- (b) sending it to the member's fax number or electronic address, if the member has nominated one to the company for receipt of notices); or
- (c) posting it by prepaid post to the member's registered address.

## 18.2 When taken as given

A notice is taken as given by the company and received by the member:

- (a) if delivered, at the time of delivery;
- (b) if faxed, when the company receives a confirmation report that all pages of the fax have been transmitted to the member's fax number, but if transmission or receipt is after 5.00 pm, it is taken as received on the next business day;
- (c) if sent by electronic means, on the next business day; and
- (d) if posted, on the second business day after it was posted.

## 18.3 When member has no registered address

If one or more members do not have a registered address in Australia, a notice addressed to the member or members and advertised in a daily national newspaper is taken to be duly given to the member or members at midday on the day on which the advertisement appears.

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# 19 Definitions and interpretation

## 19.1 Definitions

In this constitution:

**Act** means the Corporations Act 2001 (Cth);

**auditor** means the auditor of the company;

**business day** means a day on which the major trading banks are open for business in Melbourne, except a Saturday, Sunday or public holiday;

**company** means **Goulburn River Valley Tourism**;

**company's office** means the company's registered office;

**Council** means a council within the meaning of the *Local Government Act 1989*;

**directors** means the company's board of directors;

**ITAA 97** means the *Income Tax Assessment Act 1997*;

**member** means a member of the company;

**person** includes any corporate entity or body of individuals whether or not it is incorporated or has separate legal identity;

**Region** means the area defined in clause 2(a);

**registered address** means a member's address as notified to the company by the member and recorded in the company's records;

**relevant member** in relation to a representative director means the member which nominated the director to represent it;

**secretary** means a person appointed to perform the duties of a secretary of the company and includes an honorary secretary;

**skilled director** means a director who meets the criteria set out in clause 13.4; and

**State** means Victoria.

## **19.2 Interpretation**

In this constitution unless the context requires otherwise:

- (a) references to notices include formal notices of meeting and all documents and other communications from the company to its members;
- (b) a reference to any legislation includes any amendment to that legislation, any consolidation or replacement of that legislation and any subordinate legislation made under it;
- (c) a reference to **writing** and **written** includes printing, lithography and other ways of representing or reproducing words in a visible form;
- (d) a word or expression defined in the Act has the same meaning unless it is defined differently; and
- (e) the singular (including defined terms) includes the plural and the plural includes the singular.

## **19.3 Headings**

Headings are used for convenience only and do not affect the interpretation of this constitution.

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# **20 Application of the Act**

## **20.1 What parts of the Act apply**

Unless the contrary intention appears in this constitution:

- (a) an expression used in a particular part or division of the Act that is given by that part or division a special meaning for the purposes of that part or division has, in any of part this constitution that deals with a matter dealt with by that part or division, the same meaning as in that part or division.
- (b) subject to clause 20.1(a), an expression in this constitution that has a defined meaning for the purposes of the Act has the same meaning as in the Act.

## **20.2 Replaceable rules displaced**

- (a) The provisions of this constitution displace each provision of a section or subsection of the Act that applies (or would apply but for this clause) to the company.
- (b) The replaceable rules do not apply to the company except those which operate as mandatory rules for public companies under the Act.

The initial members of the company (whose consents are set out below) adopt, on registration of the company, the above constitution as the company's constitution in accordance with section 136(1) of the Act.

**Full name and address of initial members:**

GREATER SHEPPARTON CITY COUNCIL of 90 Welsford Street, Shepparton, Victoria 3630

MITCHELL SHIRE COUNCIL of 113 High Street, Broadford, Victoria 3658

MURRINDINDI SHIRE COUNCIL of Perkins Street, Alexandra, Victoria 3714

STRATHBOGIE SHIRE COUNCIL of corner, Bury & Binney Streets, Euroa, Victoria 3666

**Signatures consenting to be a member:**

**SIGNED** for and on behalf of the **GREATER** )  
**SHEPPARTON CITY COUNCIL** )

.....  
CHIEF EXECUTIVE OFFICER  
Phillip Warren Pearce

**SIGNED** for and on behalf of the **MITCHELL** )  
**SHIRE COUNCIL** )

.....  
CHIEF EXECUTIVE OFFICER  
David Keenan

**SIGNED** for and on behalf of the )  
**MURRINDINDI SHIRE COUNCIL** )

.....  
CHIEF EXECUTIVE OFFICER  
Margaret Abbey

**SIGNED** for and on behalf of the )  
**STRATHBOGIE SHIRE COUNCIL** )

.....  
CHIEF EXECUTIVE OFFICER  
Kevin J. Hannagan

**Date:**

# Camera Network Coverage Consultation Outcomes

## Maude Street Mall Voxpop

Weds 24 July 2012 – 11:30am to 1:30pm

Belinda Collins, Community Safety Officer and Constable Deryn Boote, Acting Crime Prevention Officer, Victoria Police attended the Maude Street Mall and approached shoppers providing information and obtaining feedback in relation to the proposed camera coverage area.

74 handouts (C12/9165) distributed to Maude Street Mall shoppers

- Many shoppers took the handout as they passed by without making specific comment.
- No negative feedback/comments were provided in relation to the project as a whole.

Comments provided detailed below:

- Positive initiative. We don't feel safe in the evening shopping in the Mall. We used to walk through but not now. Great to see. Good work
- "Sick"
- Great idea. Won't shop later in afternoon or night as feels unsafe. Doing a good job
- Side streets coming off Graham Street have poor street lighting and need review.
- Good idea – needs it
- Coverage needs to be extended further down Wyndham Street to KFC (cnr Sobraon Street)
- Alley down beside Yahoo Bar (Blakes Florist) is a problem. Would be good to have camera located on High Street that could zoom down the ally
- Boulevard/Balaclava Road – problem after midnight with hoon drivers. Need speed cameras down there.
- Good idea
- Positive initiative. Will make people feel safer.
- Great idea
- Will be a good thing. Make streets safer
- They are needed on Vaughan and Maude Street intersection opposite Coles and McDonalds – drinking and violence at bus shelter
- More cameras the better as far as I'm concerned.
- Public toilets in Mall area often having people loitering – cameras would be good
- Really good idea
- Outside cinemas would be a good idea – Mall is not a safe place at night time
- I live in Graham Street near GV Health and it's a bit scary down there. My friends are around 70 years of age and won't come to the cinema.
- I think it is a great idea. Even sometimes the Mall is not safe during the day
- Who is paying for it?
- Definitely needed in the Mall on weekends.

## Community Information Session

Wednesday 25 July 2012 at 6:00pm

At Shepparton Senior Citizen Clubrooms, Welsford Street, Shepparton.

Attended by 20 community members together with Cr Michael Polan Mayor, Cr Chris Hazelman, Cr Milvan Muto, Cr Geoff Dobson, Gavin Cator, Julie Salomon, Simon Rose, Belinda Collins, Graeme Pollard and Noelene Kennedy from Council and Superintendent Michael Sayer, Inspector Ian Bull and Constable Deryn Boote from Victoria Police.

An overview of the project was provided by the Mayor together with information from Inspector Ian Bull in relation to the Police role and perspectives. The group then broke and viewed the proposed network area maps on a number of tables. Discussions were held at the tables with feedback received below:

- GV Hotel noted that a lot of foot traffic between venues comes down North and Fryers Streets
- Extend to include Kmart bus interchange
- Problems around shops near bus interchange with antisocial behaviour
- Rowe Street car park needs a lighting review and/or cameras
- Network footprint should be based on Victoria Police information
- Investigate the possibility to utilise the tower to locate cameras
- Is the network able to be mobile?

## **Panel Discussion**

**Thursday 2 August 2012 at 2:00pm**

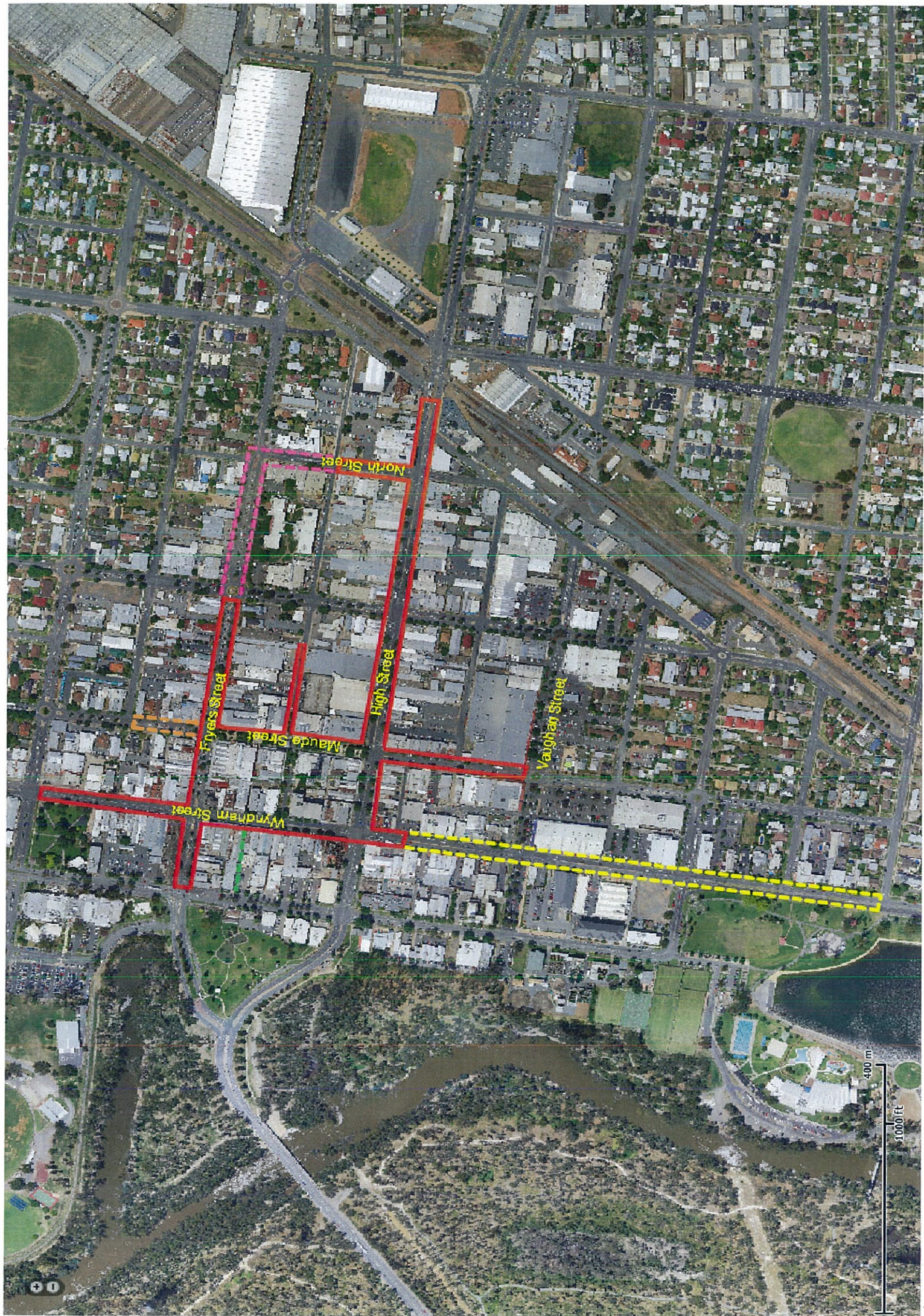
At Alex Rigg Meeting Room, Eastbank Centre

Attended by Cr Michael Polan Mayor, Amanda Tingay, Belinda Collins, Liz Lattore (Aboriginal Justice), Jim Gow (Word and Mouth), John Gilmartin (Chamber of Commerce) and Acting Officer in Charge, Senior Sergeant Jason Kelly from Victoria Police.

An overview of the project was provided by Belinda Collins with panel discussion around proposed network coverage area. Key points raised:

- Is Queens Gardens still a problem – Police noted that a lot of foot traffic still utilises that section of road and the perception issue. The Koori Night Patrol has a bus stop there Friday and Saturday nights
- Group noted problems at Kmart bus interchange. Less of an issue later at night when bus's are not operating when the system may potentially be actively monitored
- System will record 24/7 and Police will have the opportunity to utilise network if they are alerted to an incident at other times
- Poor lighting in Maude Street outside the Aussie
- Potential for problems at Wesley Hall in Maude Street when events are held there
- Could monitoring occur in the Mall at a 'Police booth' so Police will be able to respond more quickly?
- General discussion around privacy issues and compliance
- Other initiatives will be included to improve safety such as lighting reviews.







**Working together to give every child**

**the best possible start in life**



## **Greater Shepparton Best Start Early Years Plan 2011-2014**

An integrated plan combining the strategic directions of Best Start,  
Enhanced Best Start and Council's Municipal Early Years Plan

**August 2011**

This plan was developed by the Greater Shepparton Best Start Team.

**For further information** please contact

Manager Families, Greater Shepparton City Council

Phone: 03 5832 9783

## **Message from the Mayor**

### **Greater Shepparton City Council**

### **Councillor Michael Polan**



Greater Shepparton is a vibrant and diverse community. It is a playground of arts and culture, educational and employment opportunities, family and community events, and has a strong and well developed economy. As a major regional centre with significant continuing growth, Greater Shepparton offers all the benefits of a rural lifestyle as well as excellent access to the provisions and amenities of urban areas. This makes the municipality an ideal place to live, work and raise a family.

The Greater Shepparton Best Start Early Years Plan 2011-2014 is the roadmap for implementing the community's priorities to ensure we are giving our children the best start in life and supporting them and their families during the most critical years of development. I am extremely pleased to present this plan as, having raised my own family in Greater Shepparton, I am aware first hand of the importance of the supports and services families need as they navigate those early years of life.

Greater Shepparton City Council recognises and values the important role of families in our community and aims to support them through the implementation of this plan as well as Council's Municipal Public Health Plan. I would like to congratulate all who have been involved with the development of this plan and the significant work they have put in. I am confident that this plan reflects the needs and priorities of our community, and that it will contribute greatly to Greater Shepparton's continued development as a leading child and family friendly community.

## **Message from Chair**

### **Greater Shepparton Best Start**

### **Early Years Partnership**

### **Councillor Jenny Houlihan**



As Chair of the Greater Shepparton Best Start Municipal Early Years Partnership I am extremely pleased to present this new four year plan for our municipality. The Greater Shepparton Best Start Early Years Plan 2011 – 2014 has been developed after an intensive community consultation process to identify the true needs of our community; and responds to the priority issues that impact on the health, wellbeing and development of our children.

Greater Shepparton is a great place for children to grow up in; with a comprehensive universal early years service system and family support agencies to ensure our children and families are supported during the most crucial years of life. This plan builds on the strengths of this existing system and the previous Best Start Municipal Early Years Plan 2008-2010 to enhance access to and use of these important services.

Since the inception of the Partnership in 2002, many individuals have worked together to provide an integrated early years and family support service system to improve the life chances of all children aged from zero to six years of age in the City of Greater Shepparton. The Partnership is now recognised by Council and local forums and networks as the expert early years advisory panel for Greater Shepparton and one that is referred to for input and comment in relation to the early years issues affecting our community.

The Partnership will provide the strategic direction for this new plan and will be responsible for the monitoring and evaluation of outcomes during the next four years. By continuing to work together we can build a brighter future for our children.





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### Acknowledgements

This Early Years Plan reflects the energy, knowledge and expertise of a wide range of individuals and organisations who believe that we as a community have a responsibility to nurture and protect our children.

Sincere thanks go out to all of you have contributed in diverse ways to the development of this document which is an expression of our collective commitment.

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# Executive Summary

*‘Children are our future. There is now irrefutable evidence that investment in the first eight years will improve children’s health and educational prospects – particularly for children from vulnerable families. It will lead to improved social, human and economic capital outcomes for the community.’*

MAV Municipal Early Years Planning Framework and Practical Resource Guide May 2011

This *Greater Shepparton Best Start Early Years Plan 2011-2014* is both a statement of achievement and an ambitious blueprint for improving the life chances of children in our municipality. It builds on the learnings and achievements of the past eight years - the activities of previous Best Start Municipal Early Years Plans which have established early years planning as a priority area of Council business and a shared community responsibility.

Greater Shepparton was fortunate to be selected as one of the inaugural five Best Start sites in 2002, and has continued to receive recurrent funding to undertake a range of activities that promote optimal early learning and development. In 2011 Greater Shepparton was successful in being nominated as one of two Victorian municipalities for the three year Enhanced Best Start initiative; which focuses specifically on breastfeeding rates and improving access and participation for vulnerable children in Maternal & Child Health Services and Kindergarten.

Complementing the objectives of Best Start and Enhanced Best Start is the Department of Education and Early Childhood Development (DEECD) requirement for every Victorian local government to comprehensively plan for the needs of children through the articulation of a Municipal Early Years Plan (MEYP). **The strategic directions for Best Start, Enhanced Best Start and Council’s Municipal Early Years Plan are being combined into one integrated plan. Leadership for this process has been provided by the Greater Shepparton Best Start Early Years Partnership<sup>1</sup>.**

A significant aspect of this new Plan is a **focus on the most vulnerable children in our community.**

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<sup>1</sup> This Partnership has been the driving force for Best Start since 2003 and for municipal early years planning since 2005

**Our vision is to give our local children the best start in life through collaborative achievement of the following eleven objectives.**

## Action Area 1: All children enjoy a healthy start in life

**Objective 1.1:** To increase early engagement of expectant parents in antenatal services

**Objective 1.2:** To enhance the capacity of the Maternal & Child Health Service to better engage those families currently not using or underusing the service.

**Objective 1.3:** To increase breastfeeding rates in Greater Shepparton

**Objective 1.4:** To improve immunisation rates in Greater Shepparton

## Action Area 2: All children are supported to become confident learners

**Objective 2.1:** To increase children’s language and literacy skills before they start school

**Objective 2.2:** To enhance the capacity of kindergarten services to better engage those families currently not using or underusing the service.

## Action Area 3: Greater Shepparton – a child and family friendly community

**Objective 3.1:** To increase the opportunity for parents and children to participate in play and recreational activities

**Objective 3.2:** To foster a family centred culture within universal early childhood services

## Action Area 4: Collaborative planning and service development

**Objective 4.1:** To maintain a vibrant, proactive Partnership and strong community networks to inform, implement and support the Best Start Early Years Plan

**Objective 4.2:** To build a monitoring, research and evaluation capacity within the service development activities of the Greater Shepparton Best Start Early Years Plan

**Objective 4.3:** The Partnership advocates on behalf of children in relation to key issues that affect their health, safety and educational success; and for the recognition of their rights



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# The Vision for our Children

This Greater Shepparton Early Years Plan 2011-2014 represents the shared vision of a broad range of individuals and organisations – that every child in Greater Shepparton has the best possible start in life and is supported to reach their fullest potential.

International and national research shows that a child's 'early years' are critical in shaping their future; and investing resources in the early childhood years pays positive dividends for communities. Investment in children's wellbeing builds the 'human capital' of a strong society.

*We know from longitudinal research that this type of early intervention increases the likelihood of children doing well at school, gaining employment and having successful and fulfilling relationships. In contrast, not assisting all children to reach their full potential has significant social costs with higher unemployment, increased likelihood of crime and imprisonment, increased mental health problems and poorer physical health.*

Investing in Children's Development: the importance of early relationships  
Benevolent Society Position Paper August 2010

Such research has been the driving force behind early childhood policy at a state and national level for the last decade. In Victoria the Department of Education and Early Childhood Development (DEECD) funds 30 Best Start programs, predominantly auspiced by local governments.

Greater Shepparton was fortunate to be selected as one of the inaugural five Best Start sites in 2002. Complementing the objectives of Best Start is the DEECD requirement for every Victorian local government to comprehensively plan for the needs of children through the articulation of a Municipal Early Years Plan (MEYP).

The recently released MAV *Municipal Early Years Planning Framework and Practical Resource Guide May 2011* is less prescriptive than the previous 2006 framework; and acknowledges the progress Councils have made in the last five years in the quality of their strategic local area planning for the early years. Instead the emphasis is on providing a set of 'key foundations' to underpin early years planning; and providing resources to assist councils to develop their early years plans in an evidence based and outcomes focussed manner.

These **key foundations** include consideration of the WHO Social Determinants of Health, a strategic focus on outcomes based planning, effective community engagement and partnership building, the fostering of learning organisations and a strong emphasis on providing better support for the socially marginalised, vulnerable families in our community. We can proudly say that we have already made significant progress to building such a foundation.

In June 2011 Greater Shepparton was nominated as one of the two Victorian **Enhanced Best Start** sites. This 3 year funding provides the opportunity to focus on two specific indicators:

- Increasing the initiation and duration rates of breastfeeding;
- Increasing participation rates in Maternal and Child Health and Kindergarten services for vulnerable children and families; with a particular focus on children and families referred to Child Protection and Child First.

**The strategic directions for Best Start, Enhanced Best Start and Council's Municipal Early Years Plan are combined into this one integrated plan. Leadership for the process has been provided by the Greater Shepparton Best Start Early Years Partnership<sup>2</sup>.**

This new plan builds on the achievements and strengths of the *Greater Shepparton Best Start Municipal Early Years Plan 2008-2011*. It continues the work of the last nine years during which Best Start has provided the platform for improving health and wellbeing outcomes for children. A long term view is required to effect sustainable change.

## Our four major visions are that:

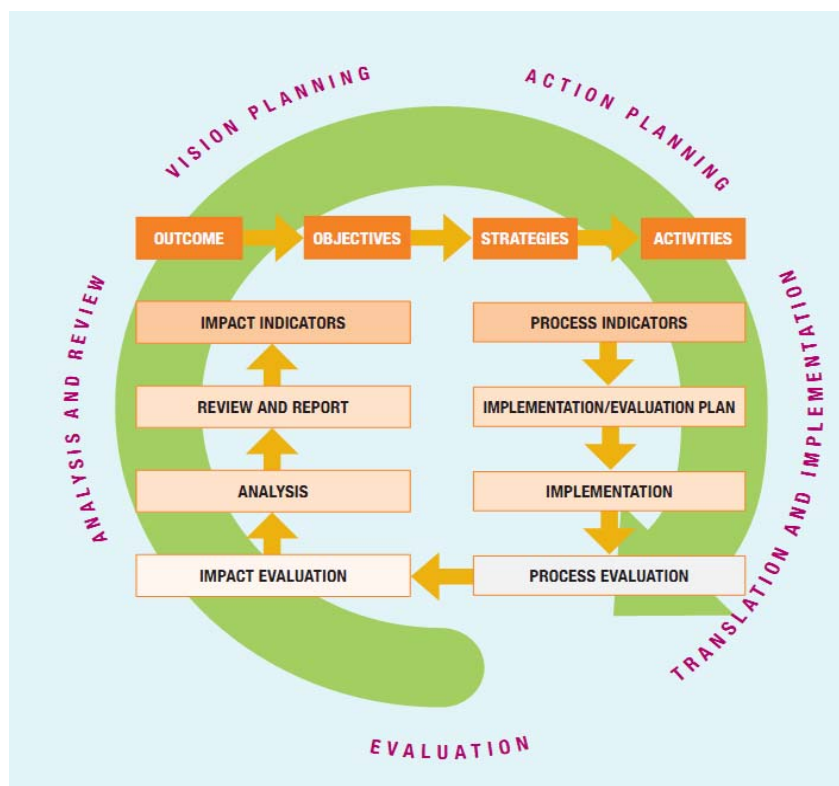
- All children enjoy a healthy start in life
- All children are supported to become confident learners
- Greater Shepparton is a child and family friendly community
- Well informed, collaborative service planning and service development underpins all that we do.

<sup>2</sup> This Partnership has been the driving force for Best Start since 2003 and for municipal early years planning since 2005

# Adopting an Outcomes Based Planning Approach – What does it take to successfully support children and families in Greater Shepparton?

In developing the Greater Shepparton Early Years Plan the Partnership has utilised an ‘outcomes based’ approach. This is one which **starts** with creating a vision of what sort of community is needed for children to be healthy, feel secure and start school ready to learn; and then seeks to put into place the best strategies to achieve this vision. It has assisted our Partnership to plan in a disciplined way - to think long term, to ask questions about how visions and strategies will be achieved, to critically reflect on the effectiveness of the actions taken.

The *Platforms Model* developed by the Centre for Community Child Health articulates this approach. It provides both a planning and evaluation cycle that has facilitated a shared sense of direction for the Partnership and its Workgroups.



Source: *Platforms A Service Redevelopment Framework*  
Centre for Community Child Health 2008

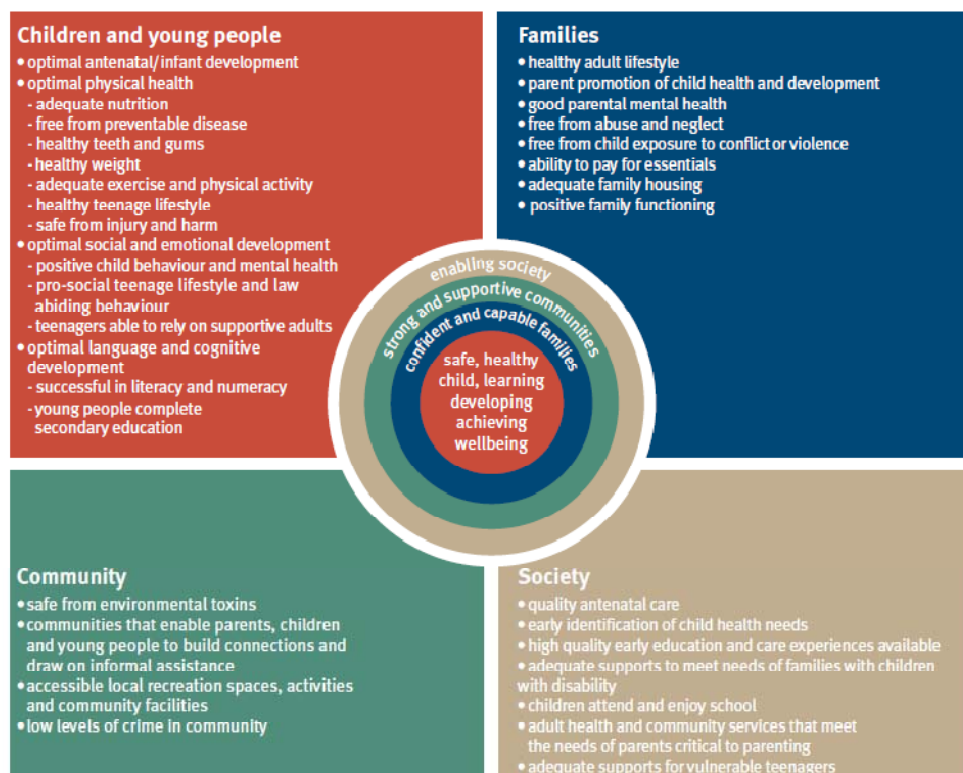
# Think Child, Think Family, Think Community

*Promoting child development, wellbeing and safety relies on the ability to 'think child, think family and think community'. Our knowledge about how biological, psychological and social factors interact to influence development and well being of children has never been greater. In a growing number of countries this knowledge has led to intense interest in the early childhood, motivated by both social justice concerns as well as increasing awareness that the economic future of a society depends on the degree to which its children are healthy, educated and well adjusted.*

*Working with Vulnerable Families – a partnership approach* Arney & Scott 2010

The Victorian Child and Adolescent Outcomes Framework<sup>3</sup> as shown below illustrates such biological, psychological and social factors; and provides a useful conceptual model for early years planning. Children need a nurturing family, quality local health, educational and welfare services; and to live in a society that recognises the importance of investing in the future of its children.

**Figure 1: The Victorian Child and Adolescent Outcomes Framework**



Source: Department of Education and Early Childhood Development, 2006.

<sup>3</sup> Source Municipal Early Years Planning Framework and Practical Resource Guide May 2011

# Developing the Greater Shepparton Best Start Early Years Plan 2011-2014

A broad range of activities and information has guided the development of this plan. The evaluation process of our 2008-2011 Plan<sup>4</sup> highlighted that some gains have definitely been made in building a stronger local capacity to nurture children and support parents.

## 1. Key achievements of the previous plan

- The establishment of 8 new Supported Playgroups.
- Activities to promote Greater Shepparton as a Breastfeeding Friendly City – reprinting of the breastfeeding friendly locations map, and introducing computer based breastfeeding resources for GPs.
- Improvement of early childhood literacy resources including the extension of the 'Story A Day' program in 13 kindergartens, and the distribution of approximately 2500 Book Bags through Maternal & Child Health Centres.
- Improved data collection and usage for planning and evaluation. Of note was the introduction of the Australian Early Development Index (AEDI).
- The consolidation of our locally developed professional education resource '*Integrated Practice Training*'. It aims to increase skills of early years staff in a way of working called family centred practice, and to foster closer interagency relationships.
- The maturation of our Partnership to position itself as an 'expert panel', providing leadership in the early years sector.

The evaluation process also highlighted that we have a lot more work to do.

## 2. Consideration of our AEDI results

The AEDI essentially tells us how well our community has supported a child's learning and development before they start school. It tells us how our Prep children are going compared to the rest of Victoria and Australia, but also compares children residing in the various neighbourhoods and localities that make up Greater Shepparton. Utilising a range of developmental criteria the AEDI indicates

whether children are 'On Track', 'Developmentally At Risk' or 'Developmentally Vulnerable'.

More children in Greater Shepparton are developmentally at risk and developmentally vulnerable than comparative population averages for Victoria and Australia.

Greater Shepparton 2009 AEDI results<sup>5</sup>



The national 2009 AEDI results<sup>6</sup> showed that across Australia 64.6% of children were 'on track', 23.6% were developmentally vulnerable (one or more domains) and 11.8% were developmentally at risk (two or more domains). In Victoria 69.7% were on track, 20.3% were developmentally vulnerable and 10% were developmentally at risk.

A strength of the AEDI is that it presents the domain data by localities – a local map of where children are doing well, and an alert to where children are not doing so well. In Greater Shepparton children in six out of our ten localities have significant developmental risks – evidence that we have a responsibility to respond to through planning local services in accordance with where resources are most needed.

**Language and literacy development is our greatest area of concern.** Our children are doing best on the physical health and wellbeing domain. This includes a child's readiness for school every day, physical independence, and their gross and fine motor skills.

<sup>4</sup> See the *Greater Shepparton Best Start Municipal Early Years Plan 2008-2011 Evaluation Report October 2011*

<sup>5</sup> *Developmentally at Risk* relates to children vulnerable on two or more AEDI domains, and *Developmentally vulnerable* relates to children who are vulnerable on one or more AEDI domains

<sup>6</sup> Australian Early Development Index Community Profile Greater Shepparton March 2011

### 3. Trends from local and statewide data



**Alerts from State Wide Data** – areas where we are not doing as well as other municipalities

We have lower rates for:

- Prep, Year 1 and Year 2 Reading Levels
- Breastfeeding rates
- Proportion of children who are fully immunized.

We have higher rates of:

- Confirmed instances of child abuse
- Hospital admissions for gastroenteritis in children under one year of age
- Hospitalisation rate for asthma
- Teenage Pregnancies..

**Caution from State Wide Data** – areas to watch

- Children with reported difficulties in speech and language
- Kindergarten participation rate.

**Better than average results from State Wide Data**

We have :

- Higher school attendance rates
- Less children who are the subject of a child abuse re-report within 12 months.

*Greater Shepparton Early Childhood Community Profile 2010*

### 4. Community Feedback

A range of consultation activities were undertaken in early 2011 to complement our learnings from the *Best Start Municipal Early Years Plan 2008-2011* evaluation activities; and seek community input into the development of the new Plan and Enhanced Best Start.

These included:

- 4 Service Provider Forums - Mooroopna, north Shepparton, south Shepparton and Tatura.
- One to one interviews with vulnerable families in relation to Maternal and Child Health and kinder.
- A facilitated Partnership Forum.
- 3 breastfeeding Focus Groups.

### Themes from the 2011 Community Consultation

- Speech therapy services are not meeting local needs.
- Vulnerable families identified a number of personal and practical barriers that impede their use of early years services. Kinder places need to be within walking distance for them.
- More outreach visiting would increase rates of completed key 'Age and Stage' MCH visits and improve the efficacy of breastfeeding support.
- Newly arrived refugee families struggle to understand what services are available and how to access them.
- Families value the 'Book Bags' which promote early and regular reading to infants and children.
- Early Years staff would value the opportunity to meet regularly at a local community level to build professional networks and consider joint service development.

The consultation findings are summarised in the *Greater Shepparton Best Start Early Years Plan Community Consultation Summary October 2011*.

**This Greater Shepparton Best Start Early Years Plan 2011-2014 therefore consolidates the work undertaken to date, reflects on what has been learnt and what needs to be improved on; and responds to new, emerging priorities. Its focus is children aged 0 to 6 years.**





# A Focus on Vulnerability in Greater Shepparton

A significant aspect of this new Plan is a **focus on the most vulnerable children in our community**. As our AEDI results indicate some children are not doing as well as others. They and their families need more intensive support, and to have services provided in a manner that better suits their individual circumstances. Families experience vulnerability because of a broad range of personal, practical and structural factors.

*How effectively a parent can respond to their child's needs might be determined by their own experiences of being parented, their mental health and use of drugs and alcohol, their financial resources, their experiences of parenting other children and whether they are supported by friends, families and where needed, services<sup>7</sup>.*

Recent research highlights that it is not that families are hard to reach but services are hard to access for some families. One size doesn't fit all. The *Best Start Parent Survey 2010* found that parents holding a Health Care Card and those whose first language is not English experience difficulty in accessing early childhood services such as Maternal & Child Health services and kindergarten.

*Practitioners in child and family services, especially those in socially disadvantaged communities, often encounter parents who carry within them the pain of past worlds which can greatly impair their capacity to nurture their child. When this coexists with an outer world that is characterised by fear of violence or the despair of poverty, then there is a double layer of difficulty in nurturing their children<sup>8</sup>.*

Our leadership role in the early childhood sector comes with a responsibility to ensure that the core services for families and children are provided in a family centred manner which understands and respects family diversity, and ensures equitable access for all families and children.

Children need local environments that are safe and which provide low or no cost opportunities for play, early learning and exercise.

Enhanced Best Start<sup>9</sup> provides us with a significant resource to better enable vulnerable children gain the benefits of regular involvement in Maternal & Child Health and Kindergarten services.

Greater Shepparton has also been selected as one of the two Victorian sites for the Communities for Children Family Support Program, the aim of which is:

*'to provide integrated services for families, particularly vulnerable and disadvantaged families; to improve child wellbeing and development, safety and family functioning, and to help build stronger, more resilient families and communities.'<sup>10</sup>*

Given such strong alignment to the strategic planning objectives of Best Start, Enhanced Best Start and Municipal Early Years Plans; the Greater Shepparton Best Start Early Years Partnership welcomes the opportunity to work collaboratively with CentreCare, the local organisation appointed as the Facilitating Partner for the Communities for Children initiative.

Additionally the Youth Connections Partnership (The Bridge Youth Service, Berry Street and Mission Australia) will receive \$50,000 a year for the next two years to support education and workforce participation for a small group of teenage parents. The Bridge Youth Service will take the lead role for this initiative. Best Start and the Bridge successfully worked together in the initial phases of Best Start<sup>11</sup> to establish the Young Women's Antenatal Program; a community based antenatal program which effectively engages vulnerable adolescents and young women.

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<sup>9</sup> \$200,000 per annum, three year funding. Please note this funding is also to be utilised to increase breastfeeding rates

<sup>10</sup> Australia Government Department of Families, Housing, Community Services and Indigenous Affairs Family Support Program Guidelines Part C – Communities for Children (2011) p 4. This is one of the 3 components of the Commonwealth *Building Australia's Workforce* package; the other two being income management and workforce participation for teenage parents

<sup>11</sup> 2004 - 2008

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<sup>7</sup> Centre for Community Child Health (Arney & Scott p 13)

<sup>8</sup> Arney and Scott 2010 *Working with Vulnerable Families – a partnership approach* p13

# The Four Action Areas

The following section outlines **a set of objectives and strategies for each of our four key visions - termed Action Areas.**

Some of the strategies carry over from the last plan, some specifically respond to the Enhanced Best Start indicators, some have been put forward by the Partnership and Workgroups, and others have emerged from the community consultation process.

**The rationale** underlines why particular areas are selected priorities. The **measurements of success** are indications of what will be evaluated. Such evaluation will be fully described in the Evaluation Plan – a separate document. to be developed in November 2011.

The Partnership and Workgroups will develop detailed **Action Plans** that are brought together as our Annual Operational Plans. The Workgroups will guide the implementation of the actions. They have the expert knowledge and experience to identify what needs to be done in order to achieve the strategies and realise the objectives. For a full listing of Workgroup membership see pages 30 and 31.

The key organisations who have committed to work together to achieve agreed objectives are listed as **Partners.**





# Action Areas 1: All children enjoy a healthy start in life

*'Antenatal care is one of the most important services in health care. Every pregnant woman should have full access to it.'* World Health Organisation Europe December 2003<sup>12</sup>

## Objective 1.1: To increase early engagement of expectant parents in antenatal services

**Best Start Indicator:** No

**Rationale statement:** At the May 2011 Partnership forum this issue was identified and approved as a priority for the new plan. Local knowledge indicates that many women are not accessing an adequate level of antenatal care and education. Formal literature and our local *Parent Survey 2010* indicate that women who have utilised antenatal care and education are more likely to use early childhood services after the delivery of their baby and more likely to breastfeed. Quality antenatal education and care provides a valuable opportunity to start supporting vulnerable expectant parents as early as possible in their parenting journey.

Strategies	Measures of success
<ul style="list-style-type: none"><li>Conduct local research to investigate the extent to which women currently access antenatal care services; and identify groups who are underusing and/or whose needs are not being met</li><li>Support collaboration and networking between the key services responsible for antenatal care in our community</li><li>Further develop community based models which link strongly to other early childhood services; with particular reference to those groups of women who are considered to be more vulnerable</li></ul>	<p>Research completed and recommendations made for future service development</p> <p>Partners report effective collaboration</p> <p>Additional local capacity in the provision of targeted antenatal education and care</p>
<p><b>Partners</b> To be determined. It is anticipated that an additional Workgroup will be formed to progress the above strategies.</p> <p><b>Workgroup</b> The Greater Shepparton Adolescent Pregnant and Parenting Partnership <i>Please note that this reference group currently meets for the purpose of supporting The Bridge Young, Pregnant and Parenting Program only.</i></p>	

<sup>12</sup> *What is the efficacy/effectiveness of antenatal care and the financial and organisational implications?* Health Evidence Network World Health Organisation Europe December 2003

# Action Area 1: All children enjoy a healthy start in life

*‘Active participation in early childhood services such as maternal and child health services can foster positive learning and development, and lessen or eliminate the effects of disadvantage before they become entrenched.’*

DEECD Maternal and Child Health Service Guidelines February 2011

**Objective 1.2: To enhance the capacity of the Maternal & Child Health Service to better engage those families currently not using or underusing the service.**

**Enhanced Best Start Indicator:** Increase attendance and participation in Maternal & Child services (and kindergarten services) for children known to ChildFIRST and child protection

**Best Start Indicator:** Increase attendance at Maternal and Child Health

**Rationale statement:** Local data identifies underuse of MCH services, particularly by vulnerable families. MCH is a key pathway to connect families to other early years services.

Strategies	Measure of success
<p>Utilising an evidence based and consultative framework, take action to ensure that vulnerable families and children have equitable access to the benefits of MCH services. Strategic activities to include:</p> <ul style="list-style-type: none"><li>▪ The provision of professional education to enhance staff understanding of the impact of poverty and the vulnerability factors which inhibit use of MCH services</li><li>▪ Develop a ‘working definition’ of vulnerability for MCH</li><li>▪ Improve data monitoring and review processes to better identify vulnerability and continuity of service use</li><li>▪ Review current service delivery models to increase the percentage of completed key ages and stages checks for vulnerable and at risk families</li><li>▪ Strengthen linkages to support early referrals into the MCH service through:<ul style="list-style-type: none"><li>– Antenatal and maternity services</li><li>– Secondary and tertiary support services</li><li>– Culturally specific and adolescent services</li></ul></li><li>▪ Explore and implement ways of ensuring that MCH services are ‘ready services’ – welcoming, responsive, culturally sensitive, child and family friendly services</li></ul>	<p>Specialised training undertaken such as the <i>Bridges out of Poverty</i> training <b>MCH Nurses report increased knowledge in relation to the dimensions of poverty and vulnerability</b></p> <p>Shared definitions in place for identifying childhood vulnerability <b>Improved use of data to review and reshape service models to meet service demands</b></p> <p>An increase in the percentage of completed ages and stages checks, especially in areas of high need <b>Service models reflect the needs of local area communities and are flexible to meet the needs of families</b></p> <p>Evidence of improved communication and referral pathways between MCH and other early childhood and family support services</p> <p><b>Implementation of family friendly policies and guidelines</b></p>
<p><b>Partners:</b> Greater Shepparton City Council Aged and Children’s Services department (Children’s Services and MCH Service), Goulburn Valley Health, FamilyCare, Rumbalara Aboriginal Cooperative, The Bridge, DHS Child Protection Unit, Department of Education and Early Childhood Development</p> <p><b>Workgroup:</b> Enhanced Best Start Reference Group</p>	

# Action Area 1: All children enjoy a healthy start in life

*'A large body of evidence demonstrates that breastfeeding provides significant value to infants, mothers and society. Furthermore there are a number of health risks and costs associated with not breastfeeding'*

Breastfeeding in Victoria: A Report July 2010

## Objective 1.3: To increase breastfeeding rates in Greater Shepparton

**Enhanced Best Start Indicator:** Increase the initiation rates and duration of breastfeeding

**Best Start Indicator:** Increased rate of breastfeeding

**Rationale statement:** Greater Shepparton breastfeeding rates are some of the lowest in the state.

Research clearly indicates the superior benefits of breastfeeding as compared to formulae feeding. Local parent feedback indicates that many new mothers feel that there is an inadequate level of support to assist them to establish breastfeeding successfully.

Strategies	Measures of success
Utilise local media and social networks to increase community awareness of the importance of breastfeeding	Regular activities undertaken to promote the importance and value of breastfeeding and where support can be accessed
Increase availability of antenatal breastfeeding education with emphasis on: <ul style="list-style-type: none"><li>▪ Empowering women to own breastfeeding as a natural process that is the best option for their baby</li><li>▪ Promoting awareness that breastfeeding is a learnt skill, not something that is intuitive</li><li>▪ Respecting and responding to the needs of particular groups such as adolescent women, women whose primary language isn't English, women who are geographically and socially isolated</li></ul>	Establishment of additional community based antenatal breastfeeding education programs  <b>Increase in number of women who have accessed breastfeeding programs antenatally</b>
Enhance the level of support available to women to successfully establish breastfeeding after the birth of their baby	Increase level of community based supports available to women post birth <b>Goulburn Valley Health gains 'Baby Friendly Hospital' accreditation</b>
Resource key health professionals such as GP's and Maternal & Child Health Nurses to better promote and support breastfeeding	Key health professionals report increase in breastfeeding knowledge and awareness of local support services
Consolidate the Breastfeeding Workgroup activities that aim to make Greater Shepparton a breastfeeding friendly city. Consider additional initiatives such as breastfeeding rooms in new building developments	Evaluation demonstrates utility of resources such as the Breastfeeding Friendly Locations Map, the Returning to Work Kit
<b>Partners:</b> Greater Shepparton City Council Aged and Children's Services (Children's Services and MCH Service), Goulburn Valley Health, Australian Breastfeeding Association, FamilyCare, DEECD <b>Workgroup:</b> Greater Shepparton Breastfeeding Workgroup	

# Action Area 1: All children enjoy a healthy start in life

*'Immunisations have helped children stay healthy for more than 50 years. They are safe and they work. In fact, serious side effects are no more common than those from other types of medication. Vaccinations have reduced the number of infections from vaccine-preventable diseases by more than 90%.'*

[www.pediatricassociatesnh.com](http://www.pediatricassociatesnh.com)

## Objective 1.4: To improve immunisation rates in Greater Shepparton

**Best Start Indicator:** Increase rates of immunisation

**Rationale statement:** Greater Shepparton has lower immunisation rates than the Victorian average, and conditions such as whooping cough are becoming more prevalent.

Strategies	Measures of success
Review immunisation rates across the municipality and undertake research to identify which groups of children have low immunisation rates	Research undertaken and recommendations made for service enhancement
Monitor immunisation rates and report to interdisciplinary workgroup	Immunisation workgroup is re-established and meets on a regular basis to explore data
Implement service enhancements as appropriate to improve immunisation rates and access to immunisation services	Service enhancements are implemented and evaluated.

**Partners:** Greater Shepparton City Council – Health department and Aged and Children's Services department, local paediatric specialist, GVGPs

**Workgroup:** Greater Shepparton Immunisation Advisory Committee



## Action Area 2: All children are supported to become confident learners

*'Language is the foundation of reading development and is strongly tied to children's growth in reading and writing.'* Scholastic – The Meaning of Preliteracy

### Objective 2.1: To increase children's language and literacy skills before they start school

**Best Start Indicators:** Increased rate of parents reading to their children  
Improved reading, writing and numeracy

**Rationale statement:** The AEDI data and DEECD Prep Assessment Scores for Greater Shepparton identify language and literacy as a strategic priority. This issue was identified at each of the four Service Provider Forums held in May 2011.

Strategies	Measures of success
Consolidate the existing Best Start ELF activities of the Greater Shepparton Community Literacy Workgroup (including Book Bags, Story a Day, Community Reading Days and Book Swap Boxes) and continue delivery of these	<b>Increased rates of parents reading to their children</b> Existing programs are sustainable by the end of the plan
Structure early years literacy development initiatives in a manner that most effectively reaches our most vulnerable children. Utilise research evidence and local data to inform such early literacy program development <ul style="list-style-type: none"> <li>Review available local data to identify areas of highest need to prioritise extension of existing programs or introduction of new programs</li> <li>Program development decisions are 'evidence informed'</li> </ul>	Targeted programs and activities are introduced in communities of identified need  Evidence of use of early learning and literacy evidence base in program development, and program continuation or extension
Participate in research projects which build on the existing body of research and improve learning outcomes of children	Research project participation informs and assists service development
Identify and offer training and professional development opportunities with a focus on early literacy, language and play for both staff and parents	Training programs developed and implemented
<p><b>Partners:</b> Greater Shepparton City Council Aged and Children's Services department, Department of Education and Early Childhood Development, Goulburn Valley Regional Library, Familycare, SCOPE, Bouchier Street Primary School, Rumbalara Aboriginal Cooperative, local kinders and primary schools</p> <p><b>Workgroup:</b> Greater Shepparton Community Literacy Workgroup</p>	

## Action Area 2: All children are supported to become confident learners

*'The important thing is not so much that every child should be taught, as that every child should be given the wish to learn.'* John Lubbock

**Objective 2.2: To enhance the capacity of kindergarten services to better engage those families currently not using or underusing the service.**

**Enhanced Best Start Indicator:** Increase attendance and participation in kindergarten services (and MCH services) for children known to ChildFIRST and child protection

**Best Start Indicator:** Increased participation in kindergarten

**Rationale statement:** Research clearly indicates that attendance at kindergarten enhances early childhood development and school readiness.

Strategies	Measures of success
<p>Utilising an evidence based and consultative framework, take action to ensure that vulnerable families and children have equitable access to the benefits of kindergarten services. Strategic activities to include:</p> <ul style="list-style-type: none"> <li>▪ The provision of professional education to enhance understanding of the impact of poverty and the vulnerability factors which inhibit participation in kinder</li> <li>▪ Review of current service delivery models to ensure that all families and children have equitable access to the benefits of kindergarten</li> <li>▪ Explore and implement ways of ensuring that kinder is a 'ready service' – welcoming, responsive, culturally sensitive, a child and family friendly services</li> <li>▪ Review the Greater Shepparton kindergarten central enrolment process to ensure it is fair and equitable for all families</li> <li>▪ Establish local 'early years networks' to strengthen communication between services and improve kinder to school transition for families</li> </ul>	<p>Specialized training such as <i>Bridges out of Poverty</i> undertaken  <b>Kindergarten staff report increased knowledge in relation to the dimensions of poverty and vulnerability</b></p> <p>Higher participation rates in kindergarten</p> <p><b>Implementation of family friendly policies and guidelines</b></p> <p>Policy review undertaken to ensure vulnerable children have equitable access to kindergarten  <b>Early years networks are established and early years staff report improved communication</b>  Increased use of transition statements</p>
<p><b>Partners:</b> Greater Shepparton City Council Aged and Children's Services department (Children's Services and MCH Service), Goulburn Valley Health, FamilyCare, Rumbalara Aboriginal Cooperative, The Bridge, DHS Child Protection Unit, Department of Education and Early Childhood Development, Goulburn Region Preschool Association, local kinders</p> <p><b>Workgroup:</b> Enhanced Best Start Reference Group</p>	

## Action Area 3: Greater Shepparton – a child and family friendly community

*'Children need the freedom and time to play. Play is not a luxury. Play is a necessity.'*  
Kay Redfield Jamison, Contemporary American Professor of Psychiatry

### Objective 3.1: To increase the opportunity for parents and children to participate in play and recreational activities

**Best Start Indicator:** No

**Rationale statement:** The Supported Playgroup and Parent Group Initiative (SPPI) came about from the evaluation findings of the Best Start Demonstration Projects 2003 – 2005. This evaluation identified the value of supported playgroups, especially for vulnerable families, and their capacity to link families into other early childhood services such as MCH and kindergarten. Greater Shepparton is funded through the SPPI to support the establishment and ongoing delivery of supported playgroups for indigenous children, children from diverse cultural backgrounds, children with special needs, and children from vulnerable families who have complex needs.

Feedback from the Best Start Parent Survey May 2010 indicated that parents would welcome more free family recreational activities.

Strategies	Measures of success
Ensure financial sustainability of the SPPI playgroups across Greater Shepparton	New and existing supported playgroups become core business of facilitating agency.
Promote play opportunities across Greater Shepparton through: <ul style="list-style-type: none"> <li>Support existing playgroups and assistance in the establishment of new playgroups</li> <li>Facilitation of family and child activities, especially those that are low or no cost</li> </ul>	<p>New playgroups established in response to emerging community needs</p> <p>Regular training offered to playgroup coordinators Six monthly newsletter distributed</p> <p>A series of low cost/free family activities offered in Greater Shepparton</p>
<p><b>Partners:</b> Greater Shepparton City Council Aged and Children's Services (Children's Services and Maternal and Child Health Service), Uniting Care Cutting Edge, Familycare, Rumbalara Aboriginal Cooperative, Mooroopna Education and Activity Centre, Save the Children Foundation, Playgroup Victoria, local primary schools and early childhood services</p> <p><b>Workgroup:</b> Greater Shepparton Playgroup Network</p>	

## Action Area 3: Greater Shepparton – a child and family friendly community

*.....the success of interventions is determined as much by the way in which they are delivered as by what is delivered; if services are not delivered in ways that engage parents and respond to their needs, then they will struggle to attract and retain them and their effectiveness will be compromised. The relationship between service providers and service users is a major factor influencing the engagement of parents in mainstream services; service providers need to be able to establish positive, non-judgmental, partnership-based relationships with all children and parents.*

Engaging Marginalised and Vulnerable Families Centre for Community Child Health Policy Brief No. 18 2010

### Objective 3.2: Foster a family centred culture within universal early childhood services

**Best Start Indicator:** No

**Rationale statement:** This area has been a priority since the first Best Start Demonstration Action Plan. Recent research has underlined the critical importance of relationship building and the centrality of effective engagement with families. The value of the locally developed Integrated Practice Training has been endorsed through ongoing evaluation and at the May 2011 Service Provider Forums.

Strategies	Measures of success
<p>Continue and consolidate the partnership between Council, Berry Street and Familycare to ensure ongoing sustainability of the Integrated Practice Training.</p> <ul style="list-style-type: none"> <li>Ensure the training reflects best practice and current research in the family centred practice field</li> <li>Expand the training to offer specialised modules with a focus on vulnerable and at risk families</li> </ul> <p><i>Explore and implement ways of ensuring that early years services are ‘ready services’ – welcoming, responsive, culturally sensitive, child and family friendly**</i></p> <p><i>Foster collaborative interagency work practices – building an integrated model across early childhood services**</i></p> <p><i>**The above two strategic activities are enacted through other areas within this plan but included here to underline how they also relate to this objective.</i></p>	<p>Integrated Practice Training is well attended twice yearly. Participant evaluation indicates positive benefit</p> <p>Extension module(s) are developed and implemented</p> <p><i>Implementation of family friendly policies and guidelines</i></p> <p><i>Availability and format of early childhood services information is accessible for all parents</i></p> <p><i>Locality networks established</i></p>
<p><b>Partners:</b> Greater Shepparton City Council Aged and Children’s Services, FamilyCare, Berry Street, Rumbalara Aboriginal Cooperative, DHS Child Protection Unit, DEECD, The Bridge, Goulburn Valley Health</p> <p><b>Workgroups:</b> Integrated Practice Workgroup and Enhanced Best Start Reference Group</p>	



## Action Area 4: Collaborative planning and service development

*The partnership must be structured and have processes in place that enable efficient and democratic decision making. Although the membership may change over time, the partnership, led by the facilitating partner, will maintain responsibility for delivering the Best Start project throughout its life and is ultimately responsible for its success.*

Best Start Guidelines 2005

### Objective 4.1: To maintain a vibrant, proactive Partnership and strong community networks to inform, implement and support the Best Start Early Years Plan

**Best Start Indicator:** No

**Rationale statement:** While not a Best Start Indicator, the success of the Best Start Municipal Early Years Plan lies with a proactive, cohesive and committed Partnership; supported by the relevant workgroups and reference groups. This expert body should be recognised and referred to for strategic issues relating to early childhood health and family support in the local area. Local resources are maximised by collaboration and shared effort.

Strategies	Measures of success
<p>Conduct a Partnership Review to:</p> <ul style="list-style-type: none"> <li>▪ Ensure Partnership membership is reflective of universal, secondary and tertiary early years and family support services</li> <li>▪ Confirm that agency representation is at a sufficiently senior level to make effective decisions</li> <li>▪ <b>Ensure the purpose and direction of the Partnership remains meaningful to all members</b></li> <li>▪ Ensure that structures and processes are in place to enable the Partnership to effectively progress the objectives of the Best Start Early Years Plan</li> </ul>	<p>Formal review completed and recommendations acted on</p>
<p>Establish strong links with the Communities for Children project and key stakeholders</p>	<p>Partnership is established between Best Start and Communities for Children</p>
<p>Build and maintain linkages with other key networks whose purpose is to improve the health and wellbeing of children</p>	<p>Evidence of participation in /liaison with networks such as the Regeneration Projects, Primary Care Partnership, Goulburn Valley Hume Interagency Team</p>

**Partners:** Greater Shepparton City Council, Familycare, Goulburn Valley Health, DHS, DEECD, Lulla's Family Services, Rumbalara Aboriginal Cooperative, Paediatric specialist, Ethnic Council Shepparton and District, parent representative  
**Workgroup:** Greater Shepparton Best Start Early Years Partnership

## Action Area 4: Collaborative planning and service development

*We can't close gaps until we can measure them. In the National Interest ABC Radio 26/8/2011*

### Objective 4.2: To build a monitoring, research and evaluation capacity within the service development activities of the Greater Shepparton Best Start Early Years Plan

**Best Start Indicator:** No

**Rationale statement:** The Partnership is committed to building in effective monitoring and evaluation in all that it does.

Strategies	Measures of success
To improve data collection systems across early childhood settings to better inform service development and review, and provide input to the BSEYP planning and evaluation	Partnership reports timely provision of suitable data. Evaluation reporting shows effective data utility
To promote use of AEDI data through leadership in its dissemination and consideration of data implications	Evidence of utility of 2009 and 2012 AEDI data
Identify and obtain baseline data to inform the development of the BSEYP 2011-2014 evaluation framework and measure success of project activities	Baseline data collated and considered
Undertake process, impact and outcome evaluation of the BSEYP 2011-2014 in consultation with the appointed evaluators for the statewide evaluation of Best Start and Enhanced Best Start	BSEYP 2011-2014 evaluation framework is developed and implemented Program Logic models used productively for major activity areas
Pursue opportunities that have the capacity to build the local early years knowledge base	Local research is undertaken, disseminated and utilised
<b>Partnership responsibility</b> <b>Workgroup: Evaluation and Data Sub Committee</b>	

# Action Area 4: Collaborative planning and service development

*There is increasing awareness of the value of including children's voices in consultation with the community .... UNICEF describes a Child Friendly City as a local system of good governance committed to fulfilling children's rights.*

Municipal Early years Planning Framework and Practical Resource Guide May 2011

## Objective 4.3: The Partnership advocates on behalf of children in relation to key issues that affect their health, safety and educational success; and for the recognition of their rights

**Best Start Indicator:** No

**Rationale statement:** At the May 2011 Partnership forum this area was approved for inclusion in the new plan. New and emerging issues are consistently brought to the attention of the Partnership for consideration. The Partnership adopts an advocacy role for those issues they believe impact on the wellbeing and development of children and families and require action from an expert early years advisory panel.

Strategies	Measures of success
<p>The Partnership acts as an advocate for children. Issues identified to date include:</p> <ul style="list-style-type: none"> <li>▪ A residential Mother Baby Unit in Greater Shepparton</li> <li>▪ The growing sexualisation of children in society</li> <li>▪ The inadequacy of speech therapy services in our municipality</li> <li>▪ To need for greater co-ordination and collaboration mechanisms for responding to the incidence of perinatal depression in Greater Shepparton</li> <li>▪ Continuation of Occasional Care Services</li> </ul>	Action results from advocacy
<p>The Partnership considers the value and benefits of Greater Shepparton seeking to become a UNICEF accredited Child Friendly City</p>	Child Friendly City accreditation is explored

### Responsibility of the Greater Shepparton Best Start Early Years Partnership

**A Child Friendly City** guarantees the right of every young citizen to:

- Influence decisions about their city
- Express their opinions about the city they want
- Participate in family, community and social life
- Receive basic services such as health care, education and shelter
- Drink safe drinking water and have access to proper sanitation
- Be protected from exploitation, violence and abuse
- Walk safely in the streets of their own city
- Make friends and play
- Have green spaces for plants and animals
- Live in an unpolluted environment
- Participate in cultural and social events
- Be an equal citizen in their own city with access to every service, regardless of ethnic origin, religion, income, gender or disability.

*Building Child Friendly Cities  
A Framework for Action  
UNICEF 2004*

# Making it happen

## Council's role

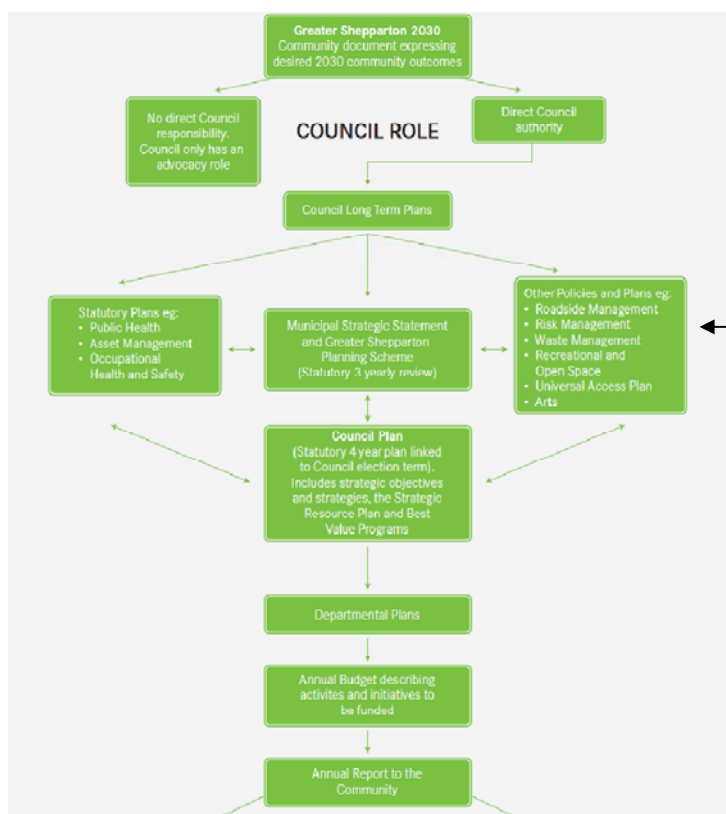
*'Local Government has been continuing to refine and strengthen its strategic approach to influencing early years outcomes as it updates existing MEYP's. It continues to develop a stronger focus on long term facility planning, child friendly city planning and provision of a seamless system that is easy to access for families and friendly to use. There is also now strengthened focus on achieving locally determined early years outcomes in partnership with community stakeholders, who can equally share in the responsibility of developing, implementing and evaluating the MEYP across the municipality.'*

Municipal Early Years Planning Framework and Practical Resource Guide May 2011 p 11

Council's role is one of strategic leadership, co-ordination and facilitation. Each Council is required to develop a community plan that articulates coordinated local planning for children. As the fund holder for Best Start and Enhanced Best Start Council has the responsibility for administering and managing these initiatives. The Best Start Early Years Plan is aligned to Council's purpose to build strong, active, confident and resilient communities in order to improve liveability and community life. At the local level, the policy context for the Council is outlined in its Council Plan. This is summarised in Greater Shepparton's vision statement and further articulated in its strategic objectives, specifically the theme of Community Life.

The Early Years Plan integrates with other key Council planning documents such as:

- *Greater Shepparton Council Plan and Strategic Resource Plan 2009-2013*
- *Greater Shepparton 2030 Strategy*
- *Greater Shepparton Municipal Public Health Plan 2009-2013.*
- *Greater Shepparton Community Development Framework* adopted by Council in November 2010.



Source: *Greater Shepparton Council Plan and Strategic Resource Plan 2009-2013*

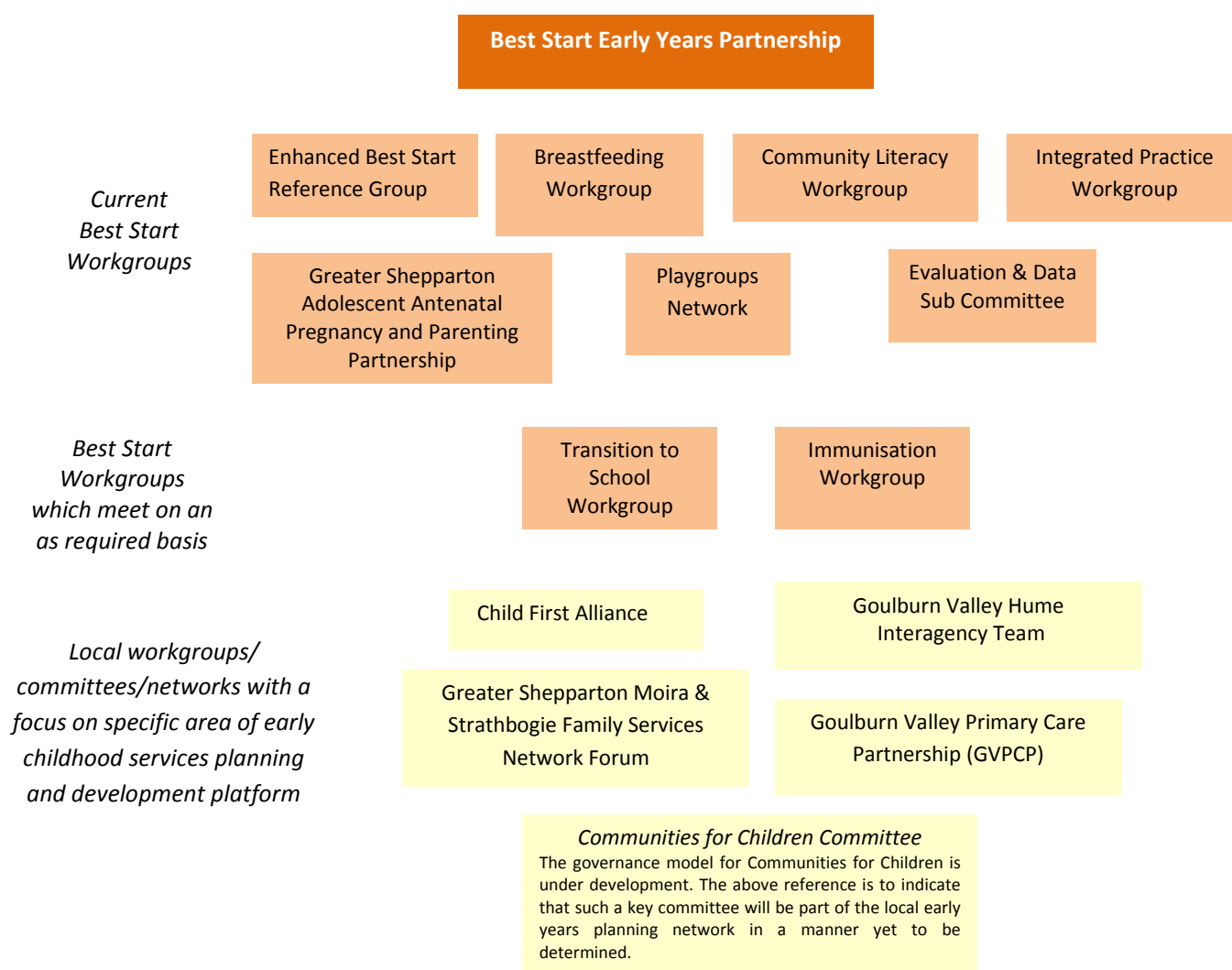
A Greater Shepparton Councilor is the Chair of the Greater Shepparton Best Start Early Years Plan Partnership<sup>13</sup>

<sup>13</sup> This position is currently held by Councilor Jenny Houlihan

## Partnership and Workgroups

The **objectives** of this Best Start Early Years Plan will be achieved through local organisations and individuals stepping forward to take responsibility for progressing particular strategies and actions contained in the Early Years Plan.

In utilizing an outcomes-based approach the **actions**, which describe how the **strategies** will be achieved, are the last elements to be specified. These will be developed by the relevant workgroups. Each workgroup will develop an **action plan** that will sit as a complementary document under the GSBSEYP 2011-2014. The workgroups hold the expert knowledge and experience and will be responsible for overseeing implementation. See full listing of Workgroup Membership pages 30 and 31.



## The Community Facilitator Role

The 2006 state wide evaluation of Best Start Phase 1 highlighted how valuable facilitation resources have been in assisting local communities to progress with what they know will make a difference. The Best Start community facilitation role is shared within Council's Best Start team. Their key responsibilities are to work with the Partnership and Workgroups to implementation and evaluate the Early Years Plan.

## Monitoring and Evaluation

The Partnership and Workgroups incorporate monitoring and evaluation into all activities and looks forward to working with KPMG, the appointed evaluators for the statewide evaluation of Enhanced Best Start and Best Start.

A local Evaluation Plan will be developed for the *Greater Shepparton Best Start Early Years Plan 2011-2014*, reflecting the requirements of the statewide evaluation and our own local strategy and activities assessment. Evaluation is a demanding process, and so must be approached in a manner that yields benefit for all who participate.

## Timeline

2011	2012	2013	2014
<b>Planning Phase</b> <ul style="list-style-type: none"><li>Community and stakeholder consultation</li><li>Development of Early Years Plan</li><li>Development of Action Plan and Year 1 Operational Plan</li><li>Development of Evaluation Plan and baseline data profile</li><li>Initiation of Strategies and Actions</li></ul>	<b>Implementation Phase</b> <ul style="list-style-type: none"><li>Continuation of strategy and actions implementation</li><li>Monitoring and evaluation activities</li><li>Development of Year 2 Operational Plan</li></ul>	<b>Implementation Phase</b> <ul style="list-style-type: none"><li>Continuation of strategy and actions implementation</li><li>Monitoring and evaluation activities</li><li>Development of Year 3 Operational Plan Jan – June 2014</li><li>Completion of Enhanced Best Start December 2013</li></ul>	<b>Implementation and Final Review Phase</b> <ul style="list-style-type: none"><li>Continuation of strategy and actions implementation January 2014-June 2014</li><li>Monitoring and evaluation activities</li><li>Impact and Outcome reporting</li><li>Write up of Evaluation Report</li></ul>

## Budget

Greater Shepparton City Council receives \$100,000 per year recurrent funding for Best Start, and a grant of \$200,000 per year for three years for Enhanced Best Start. For this financial year Council has contributed \$20,000 for strategies linked to the goals of municipal early years planning. It is anticipated that these funds will cover the majority of strategic activities. Further funding will be sought as required as specific service development needs emerge over the life of this Plan.

## Publicity and Distribution

The Early Years Plan will be formally launched, placed on Council's Website and the Best Start Collaboration Site; and distributed to key organisations and interested community members.

A short 'easy reading' community version will be developed for distribution to early years services and key community contact points.

## **The following representatives are elected to the Partnership and Workgroups**

### **Greater Shepparton Best Start Municipal Early Years Plan Partnership**

Manager Families - Greater Shepparton City Council  
Maternal and Child Health Team Leader – Greater Shepparton City Council  
Paediatric Specialist  
Early Years – Department of Education and Early Childhood Development  
Education - Department of Education and Early Childhood Development  
CEO / Manager – FamilyCare  
Primary School Principal – Shepparton Network Cluster  
Primary School Principal – Mooroopna Network Cluster  
Manager - Ethnic Council of Shepparton and District  
Goulburn Valley Health  
Co-ordinator - Lulla's Family and Children's Centre  
Department of Human Services  
Parent representative  
Manager – Rumbalara Aboriginal Co-operative  
Councillor – Chair - Greater Shepparton City Council

### **Community Literacy Workgroup**

SCOPE  
Department of Education and Early Childhood Development  
Community Representatives  
Bourchier Street Primary School  
Greater Shepparton City Council (Maternal and Child Health)  
Goulburn Valley Region Library Corporation  
FamilyCare  
Rumbalara Aboriginal Co-operative  
Best Start

### **Enhanced Best Start Reference Group**

Rumbalara Aboriginal Co-operative  
Department of Education and Early Childhood Development  
Department of Human Services (Child Protection)  
FamilyCare  
Greater Shepparton City Council (Families)  
Greater Shepparton City Council (Maternal and Child Health)  
Best Start

### **Breastfeeding Workgroup**

Australian Breastfeeding Association  
FamilyCare  
Goulburn Valley Health  
Greater Shepparton City Council (Maternal & Child Health)  
Best Start

### **Greater Shepparton Adolescent Antenatal Pregnant and Parenting Partnership**

The Bridge Youth Service

Centrelink

Goulburn Valley Health

FamilyCare

Pregnancy Support

Best Start

### **Integrated Practice Workgroup**

Berry Street

FamilyCare

Greater Shepparton City Council (Families)

Best Start

### **Evaluation & Data Sub Committee**

Department of Education and Early Childhood Development

Paediatric Specialist

Greater Shepparton City Council (Families)

Best Start



# Acknowledgements

The following people have played an enormously important role in identifying the priorities and developing the strategies of the Plan through their involvement with the Partnership or Workgroups. Their knowledge, expertise and ongoing commitment to Best Start and the early years is greatly appreciated.

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Mandy Faram  
Kay Gall  
Tamara Goodfellow  
Jill Guerra  
Jenni Harris  
Heather Hayes  
Cr Chris Hazelman  
Cr Jenny Houlihan  
Robyn Howarth  
Denise Howley  
Julieanne James  
Marina Klooster  
Jane Lloyd  
Sue Lorains

Kayte McKay  
Jenny Manuel  
Catherine Meredith  
Karen Mitchell  
Pat Moran  
Noellene Morrow  
Di O'Bree  
Tish Okley  
Graeme Parish  
Sally Rose  
Simon Rose  
Rosemary Rutledge  
Ann Sexton  
Anne Tomietto  
Jackie Vibert  
Joy Wakefield  
Bernadette Wardle  
Kristie Welch  
Janet White  
Belinda Whitelaw  
Chris Widdicombe  
Sally Wright

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# **GREATER SHEPPARTON BEST START MUNICIPAL EARLY YEARS PLAN**

**COMMUNITY CONSULTATION REPORT 2011**

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## INTRODUCTION

This consultation process was undertaken as part of the planning for the Enhanced Best Start initiative and the new Best Start Municipal Early Years Plan for Greater Shepparton. Greater Shepparton was named one of only two Enhanced Best Start sites in the state in October 2010. A new Best Start Early Years Plan was also being developed for the years 2011-2014.

The Enhanced Best Start initiative focuses on two specific indicators:

- Improving access to and participation in Maternal and Child Health services and kindergarten for children referred to Child FIRST and child protection, and
- Improving breastfeeding rates

Formal consultations with parents had not been conducted since the development of the Best Start Demonstration Project Action Plan in 2003 and a service provider forum was conducted in 2007 for the development of the Best Start Municipal Early Years Plan 2008-2010. Therefore the Best Start project team felt it was imperative and timely to conduct a series of consultation activities with parents, service providers and the Partnership to identify and determine the priorities and direction for the new Greater Shepparton Best Start Early Years Plan 2011-2014

The consultation process undertaken for the development of the new plan was as follows:

- A parent survey conducted in 2010 with parents of children enrolling for kinder (also served as an evaluation tool for the previous plan)
- 18 one to one interviews with vulnerable families to explore the MCH and kinder indicator of Enhanced Best Start
- Four focus groups with first time parent groups and supported playgroups to explore specifically the breastfeeding indicator of Enhanced Best Start
- A series of service provider forums in localities across Greater Shepparton – Mooroopna, north Shepparton, south Shepparton and Tatura - aimed at practitioners working on the ground with families and involved in the day to day delivery of services
- A Partnership forum to present the findings from consultations to date and determine priorities and direction for the new plan

The expertise of external consultants was utilised for survey design and data analysis, stakeholder interviews and focus groups and report writing.

- A consultant was engaged to undertake the parent one to one interviews and focus groups
- Expert advice was sought for the design of the Parent Survey and analysis of the data.
- An external consultant was also engaged to facilitate the Partnership Forum.

The Service Provider Forums were facilitated by the Best Start project team.

The following report presents data collated from each of the above community consultation activities and the relevant reports developed by the consultants. As there was some concern in relation to the integrity of the Parent Survey 2010 data, a synopsis only is included not the full report.

The strategies of the Greater Shepparton Best Start Early Years Plan 2011-2014 reflect this 'community voice'. Summary themes are presented at the front of this document; with detailed reports making up the remainder of the document.

## 10 Key Themes emerging from Parent Survey 2010

This survey was designed for parents enrolling a child at kinder in 2010. 351 questionnaires were returned, 62.5% holding a Health Care Card (HCC). Low returns by ATSI parents. Statistically significant finding is noted with a #.

1.	# Parents who did not speak English as a main language at home were less likely to use early childhood service and noted barriers in accessing and using such services.
2.	# Parents holding a (HCC) were less likely to use early childhood service and noted barriers in accessing and using such services.
3.	There is a cascading effect of service use. Where parents use one service i.e. antenatal care they are more likely to use others i.e. Maternal & Child Health. This underlines the importance of maximising engagement opportunities for the more vulnerable family group.
4.	Antenatal care was rated less valuable by HCC holders. They commented that they would be more likely to use this service if it they knew the service was available, it cost less and was easier to get to. They were also more likely to say that they would have used it more if the previous experience had been more positive. 64.7% of respondents rated antenatal care very valuable or valuable. 31% of parents used antenatal care once or twice or never.
5.	HCC holders noted more barriers in accessing M&CH services. 37% said that they would have used it more if the previous experience had been more positive.  All respondents - of those using M&CH 'once or twice' 72.9% found it very valuable or valuable. Of those using it regularly 90.3% found it very valuable or valuable.
6.	Goulburn Valley Health Lactation Unit was rated the most helpful service for breastfeeding support. M&CH was noted as the most common service from which breastfeeding assistance was sought. 63% of parents noted that their employer was not supportive of breastfeeding when they returned to work.
7.	HCC holders and those Parents who did not speak English as a main language at home started to read to their child later and less often. HCC holders were more likely to say that there is not sufficient info available about starting to read to their child.
8.	Only 59% of children attended 3 year old kinder, 37.4% attended playgroup regularly.
9.	20% of parents stated they did not feel safe with their child in local streets.
10.	The survey design was found to be 'dense' and some patterns of inconsistent question completion was observed. Effectiveness of the <i>Would you have used services more if .... ( list of 9 possible barriers)</i> question is uncertain.

## 10 Key Themes emerging from Maternal and Child Health Interviews 2011

The one to one Maternal and Child Health interviews formed part of the community consultation process undertaken to inform the development of the new BSMEYP 2011-2014, and specifically the Enhanced Best Start project.

<b>1</b>	Most of the vulnerable families interviewed identified <i>a number of complex issues</i> that impacted on their family, and their use of services. These issues included family violence, homelessness, financial difficulty and post natal depression.
<b>2</b>	Transport was reported as a significant barrier to accessing MCH services, amongst the vulnerable families that were interviewed. Only one participant had access to a car.
<b>3</b>	Home visits were the preferred method of service delivery amongst the participants.
<b>4</b>	The relationship between the MCH nurse and the parent has an impact on service use. Those participants who reported a trusting, non judgemental relationship with their MCH nurse were more satisfied with the service.
<b>5</b>	A number of participants reported feeling “in trouble” or “criticised” when accessing this service.
<b>6</b>	Participants valued consistency with their MCH nurse, once a good rapport was established. Some participants expressed frustration about nurses changing the days and centres that they worked.
<b>7</b>	Sleep and feeding difficulties sometimes made centre based appointments difficult to keep.
<b>8</b>	Young mothers consistently reported that they felt judged about their age and ability as a mother.
<b>9</b>	Flexibility is important in supporting vulnerable families. <ul style="list-style-type: none"> <li>▪ One newly arrived participant, when trying to refer to MCH, was deferred as her child was not due for an Ages and Stages check.</li> <li>▪ A number of participants felt their time with the MCHN was rushed. Engaging vulnerable families may take more time.</li> </ul>
<b>10</b>	Language is a significant barrier for non English speaking families

## 10 Key Themes emerging from Kindergarten Interviews 2011

The one to one kinder interviews formed part of the community consultation process undertaken to inform the development of the new BSMEYP 2011-2014, and specifically the Enhanced Best Start project.

<b>1</b>	<p>Transportation was a significant issue for a number of participants – reasons for this included:</p> <ul style="list-style-type: none"> <li>▪ Not being able to get a kinder place in the service closest to home</li> <li>▪ Difficulty getting a child to kinder using public transport (especially when there is more than one child in family)</li> <li>▪ The time it takes to walk a child to kinder, return home, and then collect them again (especially if the service offers a three or four hour session)</li> </ul>
<b>2</b>	<p>Three participants accessed an Indigenous Kinder service which provides transport, and each stated that their child would not have attended kinder without that assistance.</p>
<b>3</b>	<p>Issues related to children attending programs with transport included:</p> <ul style="list-style-type: none"> <li>▪ A lack of communication between parent and teacher</li> <li>▪ Parents not feeling as involved with their child's kinder</li> </ul>
<b>4</b>	<p>Language barriers. Two participants who spoke little English reported difficulties in communicating with Kinder staff.</p>
<b>5</b>	<p>Participants whose children already attended a service (fungroup/playgroup) found enrolling for Kinder easier than those who hadn't accessed the service previously.</p>
<b>6</b>	<p>Some participants opted for long day care, as an alternative to Kindergarten, due to the hours of care available.</p>
<b>7</b>	<p>Newly arrived participants had limited understanding of the services available, and the enrolment process.</p>
<b>8</b>	<p>Parents value open communication and involvement in Kinder programs.</p>
<b>9</b>	<p>Unemployment and financial hardship impacts on vulnerable families use of kinder services.</p>
<b>10</b>	<p>Lack of after hours (after kinder session) care options was an issue for a number of participants.</p>



## 10 Key Themes emerging from Breastfeeding Focus Groups 2011

The breastfeeding focus groups formed part of the community consultation process undertaken to inform the development of the new BSMEYP 2011-2014, and specifically the Enhanced Best Start project.

<b>1</b>	Nearly all participants reported the length of time in spent in hospital postnatally impacted on their breastfeeding experience. Many reported that they were discharged not feeling confident about breastfeeding.
<b>2</b>	Many women felt there was not enough emphasis on breastfeeding information/education antenatally. This was consistent amongst women using a range of clinical care services – midwives, private obstetricians and GP's.
<b>3</b>	Lack of support for breastfeeding when you have a baby over weekends/public holidays.
<b>4</b>	Many women reported finding breastfeeding difficult if their baby was unsettled.
<b>5</b>	Several women felt there was a lack of appropriate spaces to breast feed when in public.
<b>6</b>	Lack of choice in breastfeeding support services.
<b>7</b>	No services, or trained staff, to work specifically with Indigenous women.
<b>8</b>	Home visits were identified as a preferred method of support for breastfeeding.
<b>9</b>	Many women reported inconsistent support with breastfeeding at hospital. Many women felt that there was a lack of support throughout the night.
<b>10</b>	Women generally did not identify their MCHN as a breastfeeding support.

## 10 Key Themes emerging from Service Provider Forums 2011

The service provider forums formed part of the community consultation process undertaken to inform the development of the new BSMEYP 2011-2014. Four service provider forums were held in total – Mooroopna, Tatura, south Shepparton and north Shepparton. The forums targeted staff working on the ground with families in these local areas.

1.	Importance of / better communication and networking between early childhood services, primary schools and support services. Collaboration and partnerships between the early years, family support and education sector.
2.	Transition to kinder and school – use / value of the transition statements by schools, % of transition statements signed by parents allowing kinder teachers to forward these onto the school and one to one meetings between Prep teacher and kinder teacher for purpose of transition. Parents' lack of understanding of the kinder enrolment process and lack of available kinder places in local areas (for late enrolments and those without transport).
3.	Difficulty accessing and referring to speech therapy services. Also an issue gaining parental approval for their child to be seen by a speech therapist.
4.	Oral language and literacy. This issue was identified as 'across the board' and not limited to background or socio-economic status. Two issues were identified – a time poor issue (e.g. parents / carers not spending the time talking, reading, singing with their children) and resource poor issue (families who cannot afford literacy resources or lack a knowledge bank of stories, songs, nursery rhymes to share with their child).
5.	Concern at the loss of the occasional care services through federal and state government funding ceasing at the end of the year and potential loss of some fun group programs and supported playgroups once 15 hours kinder commences in 2013.
6.	Staff having a true understanding and appreciation of 'vulnerability' and poverty and how this impacts on the way staff interact and communicate with families. Also having an understanding of different cultures and respect for their way of life and what is important for them.
7.	Information provision – getting / providing information to families in a timely manner that they are able to understand and comprehend. Written information is often not appropriate and more time needs to be allocated to face to face conversation where possible.
8.	Time to build rapport with families and more opportunities or flexibility in funding to outreach services – MCH, kinder and school (meeting with parents), specialist services to pick up the vulnerable families and those who need extra support on an interim basis.
9.	Having services available in the local area or community – MCH, playgroup, child care, fun group, kinder, primary school to build that sense of community and 'virtual hubs'. Important in disadvantaged communities or rural areas where transport is an issue.
10.	Promoting healthy lifestyles – physical activity, diet, parents being good role models for children – and free and fun activities for families



# **Greater Shepparton Best Start Municipal Early Years Plan 2008-2010**

## **Parent Survey 2010**

### **Synopsis**

**This synopsis is made up of selected sections of the Parent Survey report. Service specific data analysis and commentary is not included.**

**The intent of the Parent Survey is to:**

- Continue the base line data collection process that has been consolidated through the life of the current Best Start MEYP
- Seek evaluative data in relation to Best Start MEYP activities such as the Breastfeeding, Community Literacy, Integrated Practice Training and Perinatal Depression initiatives
- Identify emerging and /or unmet needs
- Gain parental input for the development of the 2011 – 2013 Best Start Municipal Early Years Plan.

Responsibility for monitoring the implementation and progress of this evaluation activity was delegated to the Best Start MEYP Evaluation and Data Sub Committee.

351 questionnaires were returned.

**Key characteristics**

- The main language spoken at home was English for 83.5 v%, 16.5v% a language other than English

Arabic /Dari	9.1%
Albanian	2.6%
Indian(Punjabi)	1.4%

- 2.3 % identified as Aboriginal or Torres Strait Islander
- 62.5% indicated that they held a Health Care Card or other Pension Concession Card
- In respect to number of children in the family aged under 8 years

1 child	23.6%
2 children	53.2%
3 children	20.1%
4 children	3.2%

- Residential area matched to AEDI localities

North Shepparton Includes north west and north east Shepparton localities	19.8%	20.4%
Central Shepparton Includes Central A and Central B	7.3%	15.6%
South Shepparton	22.7%	12.3%
Mooroopna	11.6%	13.4%
Kialla/Arcadia	11.6%	11.9%
Shepparton East and surrounds	8.1%	N/A

Toolamba/Murchison/ Harston	5.8%	N/A
Undera /Ardmona/Merrigum	2.6%	N/A
Bunbartha/ Katandra West/Tallygaroopna	6.1%	N/A
Tatura	4.4%	9.4%
	100%	

## What we found

### General Comments

- Survey results demonstrated a generally high use of early childhood services
- Parents more likely to use services with their second child.

Of particular interest and utility has been the correlations identified from the data.

- That families not speaking English as the main language at home were less likely to use early childhood services and more likely to identify more barriers impeding use
- That families holding a Health Care Card were less likely to use early childhood services and more likely to identify more barriers impeding use. Examples of such barriers are cost, ease of access and attitudes of staff.
- Those using one early years service were more likely to use others – that there was a cascading effect of service use.
- Those using antenatal care were more likely to attend M&CH and breastfeed.
- If parents are linked into M&CH services they are more likely to use a range other early childhood services. M&CH therefore appears to be the essential service as it provides a platform to link with a diverse range of child health, early education and family support services
- Parents living out of town appeared to be more aware of services and using them when they are needed
- Those living out of town were more likely to not have English as the language spoken at home.
- Percentages of HCC holders in relation to residential area mirrors levels of vulnerability identified through Greater Shepparton's AEDI results.

Issues raised in response to the 'Your Opinion' open questions were diverse.

- Safer neighbourhoods and improved community safety was the major issue identified from the responses to '*Greater Shepparton would be a better place for kids growing up if*'. The second priority area was more family and children's activities with some parents specifying 'free' activities. A third area was improvement to playgrounds.

Members of subcommittee commented on the high standard of playgrounds in Greater Shepparton compared to other municipalities.

- The '*being a parent would be easier if*' question elicited a broad range of response with no dominant theme.

## Limitations

It is acknowledged that the following limitations impact on how the findings are used.

### 1.1 The length of the survey

It appears that the intent to gather both evaluation and planning data was overambitious as the feedback from service providers was that questionnaire was too lengthy. This may have been off putting for some parents and lead to some contradictory responses.

### 1.2 The format of some questions

Some of the questions were, in retrospect, unclear. For example with the 'would you have used the services more if ...question, it was apparent from some of the responses that some parents found this confusing to answer. Also the vertical and horizontal sequencing of questions resulted in questions being not answered

### 1.3 Definition of terms

Terms used were not fully described. For example interpretations of what constitutes Antental Care or Occasional Care may be not clearly understood, or interpretation of term not be consistent.

### 5.4 Joint purpose of evaluation and needs identification

The survey may have been over ambitious in attempting to determine the success of some Best Start MEYP initiatives and at the same time seek parent viewpoints for the next early years plan.

## 2. What we learnt about survey research

Greater Shepparton Best Start Municipal Early Years Plan Partnership is committed to enhancing internal monitoring and evaluation skills. The learning from this survey process has been extremely valuable.

It is apparent that there are some valuable learnings in relation to how the survey design could be improved.

- Asking respondents if they had a car, and their age
- Include a direct question as to whether they had felt sad, down or depressed
- Possibly move demographic questions to the back of the questionnaire
- When seeking responses in relation to services identify if use of such services was local or external to this municipality
- When seeking responses in relation to receipt of Book Bags preface with statement like '*if you were living in Greater Shepparton when you child was ...*

Insights gained along the way.

- Bias of survey research is towards middle class demographic. Marginalized groups generally will not respond to surveys.
- Need to review the method for collecting feedback from culturally diverse families as written, dense style of survey a barrier.

- A lot more work needs to be done in relation to parents with poor English and/or low literacy. 1:1 interviews may be more appropriate. Next time plan for 2 groups – independent completers, assisted completers. Use family and friends as ‘snowball’ link to engage other vulnerable parent.
- In retrospect the survey was too long.
- Whilst the continuous data has only been reported in frequency form, the raw data could be used in the future for further evaluation.

**Categorical data:** Data separable into categories that are mutually exclusive, for example, age groups. In our survey it was items like *never, regularly*

Source: <http://www.answers.com/topic/categorical-data>

**Continuous data:** Data that can be measured on a scale and compared with other data. Also known as variable data. In our survey it was items like ‘*of no value, somewhat valuable, very valuable*’.

Source: <http://www.toolingu.com/definition-900170-13839-continuous-data.html>

## Concluding Comments

Whilst data is inconsistent in some areas it was agreed that this survey has yielded a range of very useful information that now needs to be considered by the various Best Start MEYP workgroups and other local stakeholders.

Using the themes of the data rather than focussing on detailed numbers it is apparent that:

- M&CH plays a critical role in linking families to other early childhood services and resources.
- The potentially more vulnerable families – those holding Health Care Cards and those for whom their main language is not English – report a range of barriers impeding their access to and usage of early years services. Such barriers must be considered and responded to in the process of planning for the early years in the best interests of children.

Such themes have been explored at the recent Service Provider Forums held to progress the development of Council’s new Best Start Municipal Early Years Plan; which will also incorporate strategies relating to Enhanced Best Start.

## Next Steps

Gaining value from these questionnaire results will be achieved through discussion of such results by local stakeholders; with particular regard to the identified barriers that impede effective service access.

It is therefore recommended that the report be considered by the following:

- Council’s Early Childhood Services team
- Council’s M&CH team
- Council’s Immunisation Services
- The Best Start MEYP Breastfeeding Workgroup
- The Best Start MEYP Community Literacy Workgroup
- Goulburn Valley Health Maternity Services
- The Enhanced Best Start Reference Group
- The Best Start MEYP Partnership.

# Greater Shepparton Parent Survey 2010

For parents or carers of children who are going to start  
kindergarten next year



This survey is also available in other community languages and larger print

استطلاع الآراء هذا متاح أيضاً باللغة العربية وبأحرف كبيرة. نرجو أن تطلبوا نسخكم من مقدم الخدمة الذي تتعاملون معه.

Arabic

Dari – دری

این نظرخواهی علمی به لسان دری هم با خط درشت موجود است. از مؤسسه ارائه کننده خدمت خودتان جویا شوید.

ieh srvyKx pMjwbI Aqy v`fy A`KrW iv`c vI auplbD hY[ ikrpw krky Awpxy syvw  
prdwn krn vwly nUM pu`Co[

Punjabi

Ky anketim është përgatitur në gjuhën Shqipe si edhe në formatin me shkronja të mëdha. Të dhënat mund të merren nga shërbimi juaj.

Albanian



## Dear Parent/Carer

The aim of this Parent Survey is to find out what you think about the services and resources that you may have used since your child was born. This information will be used to see which services have been most useful to you as a parent, grandparent or carer and what needs improving.

**We would like to know what you think** needs to happen in Greater Shepparton to help children grow up healthy and ready to learn when they start kindergarten. Your responses will add to our understanding about the experience and needs of families, and assist Council and other local services to plan for the future.

**Each person who completes the survey is invited to go into a draw to win one of ten \$25 K Mart Vouchers. To be part of this please provide your name and contact details on the separate blue sheet provided.**

### Filling out the survey

- **Please note:** All answers are **confidential** and no individual will be identified in any way in reports or other publications. The survey takes approximately 15 minutes to complete.
- Please fill out the following questions in relation to your child who will be starting kindergarten next year.
- If you require any assistance in completing this survey please ask a staff member at the organisation you received it from (e.g. your Maternal and Child Health Nurse) or by contacting Kristie Welch at Greater Shepparton City Council on 5832 9783.

### When you have completed the survey

Put it in the envelope provided with your kinder enrolment form

- Hand it in to a staff member at the organisation where you received the survey  
**or**
- Hand it in at Council's Main Office, 90 Welsford St Shepparton  
**or**
- Post it to Greater Shepparton City Council, Locked Bag 1000, Shepparton 3632

***Thank you!***

## About You

1. Where do you live? *Please tick the box*

- |   |   |  |                                 |
|---|---|--|---------------------------------|
| <input type="checkbox"/> North Shepparton | <input type="checkbox"/> Central Shepparton | <input type="checkbox"/> South Shepparton          | <input type="checkbox"/> Kialla |
| <input type="checkbox"/> Shepparton East  | <input type="checkbox"/> Mooroopna          | <input type="checkbox"/> Katandra West             | <input type="checkbox"/> Undera |
| <input type="checkbox"/> Tallygaroopna    | <input type="checkbox"/> Murchison          | <input type="checkbox"/> Merrigum                  | <input type="checkbox"/> Dookie |
| <input type="checkbox"/> Ardmona          | <input type="checkbox"/> Toolamba           | <input type="checkbox"/> Other (please state)_____ |                                 |

2. How many children do you have under the age of 8 years? \_\_\_\_\_

3. What is the main language spoken at your home? \_\_\_\_\_

4. What is your country of birth?

Parent/Carer 1: \_\_\_\_\_ Parent/Carer 2: \_\_\_\_\_

5. Do you identify as Aboriginal or Torres Strait Islander? *Please circle your answer*

1. No
2. Yes

6. Do you have a Health Care Card or Pensioner Concession Card? *Please circle your answer*

1. No
2. Yes

## What Services have you used or are currently using? Did you find them valuable?

7. **Antenatal Care - Pregnancy Services** (e.g. at Goulburn Valley Health, your local doctor, private obstetrician, at Rumbalara or The Bridge Young Mum's Antenatal Program)

a) Did you use any of the above? *Please circle your answer*

1. Never (go to question 7c)
2. Once or twice
3. Regularly

b) How valuable (useful, helpful) was this service to you? *Please circle your answer*

1. Of no value
2. Not very valuable
3. Somewhat valuable
4. Valuable
5. Very valuable

c) Would you have used the service more if: *Please tick a Yes or No answer for each statement.*

- |  |                              |                             |
|--|------------------------------|-----------------------------|
| 1. You knew the service was available                                    | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| 2. The service cost less   | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| 3. It was easier to get to (i.e. by walking, by car or public transport) | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| 4. The times of operation suited you better                              | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| 5. The staff were friendlier and more helpful                            | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| 6. The service was more sensitive to your cultural needs                 | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| 7. The service was more sensitive to your particular needs               | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| 8. The service was more sensitive to your child's particular needs       | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| 9. Your previous experience in using the service had been more positive  | <input type="checkbox"/> Yes | <input type="checkbox"/> No |

## 8. **Maternal and Child Health Services**

a) Did you use this service? *Please circle your answer*

1. Never (go to question 8c)
2. Once or twice
3. Regularly

b) How valuable (useful, helpful) was this service to you? *Please circle your answer*

1. Of no value
2. Not very valuable
3. Somewhat valuable
4. Valuable
5. Very valuable

c) Would you have used the services more if: *Please tick a Yes or No answer for each statement.*

- |  |                              |                             |
|--|------------------------------|-----------------------------|
| 1. You knew the service was available                                    | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| 3. It was easier to get to (i.e. by walking, by car or public transport) | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| 4. The times of operation suited me better                               | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| 5. The staff were friendlier and more helpful                            | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| 6. The service was more sensitive to your cultural needs                 | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| 7. The service was more sensitive to your particular needs               | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| 8. The service was more sensitive to your child's particular needs       | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| 9. Your previous experience in using the service had been more positive  | <input type="checkbox"/> Yes | <input type="checkbox"/> No |

9. **Playgroups** - for parents and children up to school age, where parents stay with the children.

a) Did you attend a playgroup with your child? *Please circle your answer*

1. Never (go to question 9c)
2. Once or twice
3. Regularly

b) How valuable (useful, helpful) was attending a playgroup for you both? *Please circle your answer*

1. Of no value
2. Not very valuable
3. Somewhat valuable
4. Valuable
5. Very valuable

c) Would you have used playgroups more if: *Please tick a Yes or No answer for each statement*

- |  |                              |                             |
|--|------------------------------|-----------------------------|
| 1. You knew the service was available                                    | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| 2. The service cost less   | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| 3. It was easier to get to (i.e. by walking, by car or public transport) | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| 4. The times of operation suited you better                              | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| 5. The staff were friendlier and more helpful                            | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| 6. The service was more sensitive to your cultural needs                 | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| 7. The service was more sensitive to your particular needs               | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| 8. The service was more sensitive to your child's particular needs       | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| 9. Your previous experience in using the service had been more positive  | <input type="checkbox"/> Yes | <input type="checkbox"/> No |

10. **Child Care Services** Child Care Centre, Occasional Care or Family Day Care

a) Did you use any of these services? If yes, how often did you use them?

- |                 |                             |                                |   |   |
|-----------------|-----------------------------|--------------------------------|---|---|
| Long Day Care   | <input type="checkbox"/> No | <input type="checkbox"/> Yes → | <input type="checkbox"/> Used sometimes | <input type="checkbox"/> Used regularly |
| Occasional Care | <input type="checkbox"/> No | <input type="checkbox"/> Yes → | <input type="checkbox"/> Used sometimes | <input type="checkbox"/> Used regularly |
| Family Day Care | <input type="checkbox"/> No | <input type="checkbox"/> Yes → | <input type="checkbox"/> Used sometimes | <input type="checkbox"/> Used regularly |

**[If you answered No to all these, please go to Q10c]**

b) How valuable (useful, helpful) to you was the service that you used most regularly? *Please circle your answer*

1. Of no value
2. Not very valuable
3. Somewhat valuable
4. Valuable
5. Very valuable

c) Would you have used this service more if: *Please tick Yes or No for each statement.*

- |                                       |                              |                             |
|---------------------------------------|------------------------------|-----------------------------|
| 1. You knew the service was available | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
|---------------------------------------|------------------------------|-----------------------------|

- |  |                              |                             |
|--|------------------------------|-----------------------------|
| 2. The service cost less   | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| 3. It was easier to get to (i.e. by walking, by car or public transport) | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| 4. The times of operation suited me better                               | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| 5. The staff were friendlier and more helpful                            | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| 6. The service was more sensitive to your cultural needs                 | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| 7. The service was more sensitive to your particular needs               | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| 8. The service was more sensitive to your child's particular needs       | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| 9. Your previous experience in using the service had been more positive  | <input type="checkbox"/> Yes | <input type="checkbox"/> No |

d) If you **did not** use Child Care, Occasional Care or Family Day Care would you have used one or more of these services if: *Please tick a Yes or No answer for each statement*

- |  |                              |                             |
|--|------------------------------|-----------------------------|
| 1. You knew the service was available                                    | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| 2. The service cost less   | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| 3. It was easier to get to (i.e. by walking, by car or public transport) | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| 4. The times of operation suited me better                               | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| 5. The staff were friendlier and more helpful                            | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| 6. The service was more sensitive to your cultural needs                 | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| 7. The service was more sensitive to your particular needs               | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| 8. The service was more sensitive to your child's particular needs       | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| 9. Your previous experience in using the service had been more positive  | <input type="checkbox"/> Yes | <input type="checkbox"/> No |

Comments:

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# 11. Three Year Old Kindergarten – Fun Group

a) Did you use this service? *Please circle your answer*

1. Never (go to question 11c)
2. Once or twice
3. Regularly

b) How valuable (useful, helpful) was this service to you? *Please circle your answer*

1. Of no value
2. Not very valuable
3. Somewhat valuable
4. Valuable
5. Very valuable

c) Would you have used the services more if: *Please tick a Yes or No answer for each statement*

- |  |                              |                             |
|--|------------------------------|-----------------------------|
| 1. You knew the service was available                                    | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| 2. The service cost less   | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| 3. It was easier to get to (i.e. by walking, by car or public transport) | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| 4. The times of operation suited me better                               | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| 5. The staff were friendlier and more helpful                            | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| 6. The service was more sensitive to your cultural needs                 | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| 7. The service was more sensitive to your particular needs               | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| 8. The service was more sensitive to your child's particular needs       | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| 9. Your previous experience in using the service had been more positive  | <input type="checkbox"/> Yes | <input type="checkbox"/> No |

12. **Immunisation Services** – Council operated services, through your local doctor or Rumbalara

a) Did you use this service? *Please circle your answer*

1. Never (go to question 12c)
2. Once or twice
3. Regularly

b) How valuable (useful, helpful) was this service to you? *Please circle your answer*

1. Of no value
2. Not very valuable
3. Somewhat valuable
4. Valuable
5. Very valuable

c) Would you have used the services more if: *Please tick a Yes or No answer for each statement*

- |  |                              |                             |
|--|------------------------------|-----------------------------|
| 1. You knew the service was available                                    | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| 2. The service cost less   | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| 3. It was easier to get to (i.e. by walking, by car or public transport) | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| 4. The times of operation suited me better                               | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| 5. The staff were friendlier and more helpful                            | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| 6. The service was more sensitive to your cultural needs                 | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| 7. The service was more sensitive to your particular needs               | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| 8. The service was more sensitive to your child's particular needs       | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| 9. Your previous experience in using the service had been more positive  | <input type="checkbox"/> Yes | <input type="checkbox"/> No |

# Breastfeeding and Breastfeeding Support Services

13a. Did you breastfeed your child? *Please tick the box* ☐ Yes ☐ No

13b. If you did breastfeed please indicate how long for: *Please tick the box*  
☐ 0 to 3 months ☐ 3 to 6 months ☐ 6 to 12 months ☐ More than 1 year

14a. Did you use any of the following to help you with breastfeeding? *Please tick **all** relevant boxes*

Goulburn Valley Health Breastfeeding Clinic/Lactation Unit	<input type="checkbox"/> Yes	<input type="checkbox"/> No
A Maternal & Child Health (MCH) Nurse	<input type="checkbox"/> Yes	<input type="checkbox"/> No
The Maternal & Child Health (MCH) 24 hr Help Line	<input type="checkbox"/> Yes	<input type="checkbox"/> No
The Australian Breastfeeding Association (ABA) Helpline	<input type="checkbox"/> Yes	<input type="checkbox"/> No
The Australian Breastfeeding Association (ABA) Group Activities	<input type="checkbox"/> Yes	<input type="checkbox"/> No
Family and/or friends	<input type="checkbox"/> Yes	<input type="checkbox"/> No
Any others? _____		

14b. Which of these did you find most helpful? *Please circle the number of your answer*

	No at all helpful	Somewhat helpful	Very helpful
GVH Breastfeeding/Lactation Unit	1	2	3
Maternal & Child Health Nurse	1	2	3
MCH 24 hr Help Line	1	2	3
The Australian Breastfeeding Association Helpline	1	2	3
The Australian Breastfeeding Association Group Activities	1	2	3
Family and /or friends	1	2	3
Other – if indicated above	1	2	3

15a. Did you receive the Greater Shepparton Breastfeeding Friendly Locations Map?  
*Please tick the box:* ☐ Yes ☐ No ☐ Unsure

15b. Did you **use** the Greater Shepparton Breastfeeding Friendly Locations Map?  
*Please tick the box* ☐ Yes ☐ No ☐ Unsure

15c. If yes, how valuable (useful, helpful) did you find it? *Please circle your answer*

**Greater Shepparton  
Breastfeeding  
Friendly  
Locations Map**



An initiative of the  
Greater Shepparton  
Best Start Project



1. Of no value
2. Not very valuable
3. Somewhat valuable
4. Valuable
5. Very valuable

16a. If you returned to work whilst still breastfeeding, did you receive support from your employer to continue breastfeeding? ☐ Yes ☐ No

16b. Are you aware of the Best Start 'Returning to Work and Study' Booklet for breastfeeding women? ☐ Yes ☐ No ☐ Unsure



16c. If you answered 'Yes' did you find it useful?  
(please circle)

1. Not at all useful
2. Somewhat useful
3. Very useful

## Post Natal Depression Support Services

17a. Did you use any of the following services if you felt down, sad, not coping or perhaps depressed after the birth of your baby? *Please tick **all** relevant boxes*

Maternal & Child Health Service	<input type="checkbox"/> Yes	<input type="checkbox"/> No
Your local doctor or GP	<input type="checkbox"/> Yes	<input type="checkbox"/> No
A postnatal depression support group (e.g. Bambinos group or the FamilyCare Perinatal Depression Support Group)	<input type="checkbox"/> Yes	<input type="checkbox"/> No
A counsellor	<input type="checkbox"/> Yes	<input type="checkbox"/> No
Other, please insert name of the service _____		

17b. If you used the above services, did you find them helpful? *Please circle the number of your answer*

	No at all helpful	Somewhat helpful	Very helpful
Maternal & Child Health Service	1	2	3
Your local doctor or GP	1	2	3
A postnatal depression support group	1	2	3
A counsellor	1	2	3
Other service _____	1	2	3



## Literacy and Reading

18. How old was your child when you started reading to them? *Please circle your answer*

1. Birth to 3 months old
2. Three to 6 months old
3. Six to 12 months old
4. More than 12 months old

19. How often do you read with your child? *Please circle your answer*

1. Everyday
2. Three or more times per week
3. Once a week
4. Less than once a week

20a. Have you received any of the Book Bags handed out by Maternal and Child Health nurses at your child's 4 week, 8 month, 18 month and 3 ½ year check ups? *Please tick the boxes*

	4 week bag	8 month bag	18 month bag	3 ½ year bag
Yes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
No	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Did not attend this check up for my child	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

20b. Overall, how valuable did you find the resources in the Book Bags?

*Please circle your answer*

1. Of no value
2. Not very valuable
3. Somewhat valuable
4. Valuable
5. Very valuable



21. Do you think there is enough information available to you about when to start reading to your child?

*Please circle your answer*

1. Yes
2. Unsure
3. No

22a. Have you seen any of the Book Swap Boxes around Greater Shepparton? ☐ Yes ☐ No

22b. Have you used these Book Swap Boxes with your child/ren? ☐ Yes ☐ No

## Diet and Physical Activity

23. Please circle the number that best fits how much you disagree or agree with each of the following.

	<b>Strongly disagree</b>	<b>Disagree</b>	<b>Neither agree nor disagree</b>	<b>Agree</b>	<b>Strongly agree</b>
My community has adequate playgrounds for young children	1	2	3	4	5
My community has adequate walking and bike tracks for families	1	2	3	4	5
My child gets enough physical exercise (playing and running around outside)	1	2	3	4	5

24. My child eats the recommended 2 fruit and 5 vegetable servings per day. *Please circle your answer*

1. Not usually      2. Some of the time      3. Most of the time

25. My child's main drink is water. *Please circle your answer*

1. Not usually      2. Some of the time      3. Most of the time

## Safety in your area and your home

26. How safe do you feel with your child in the following places? *Please circle the number that best fits how safe you feel.*

	<b>Very unsafe</b>	<b>Unsafe</b>	<b>Neither safe nor unsafe</b>	<b>Safe</b>	<b>Very Safe</b>
26a. In your local neighbourhood	1	2	3	4	5
26b. At the local playground	1	2	3	4	5
26c. At the local shops	1	2	3	4	5
26d. In local streets	1	2	3	4	5

## Finding out about Local Services

27. Have you received a copy of the Greater Shepparton Family & Children's Services Directory?

*Please circle your answer*      1. No      2. Unsure      3. Yes

27a. If you answered 'Yes' did you find it useful?

1. Not useful      2. Somewhat useful      3. Very useful

## Your opinion

**Greater Shepparton would be a better place for young children to grow up in if.....**

*(Please write your ideas here)*

**Being a parent would be easier if.....**

*(Please write your ideas here)*

### **Thank you very much for taking the time to complete this survey**

The results of the survey will be made available to you through the early childhood services you may use, and Council's website [www.greatershepparton.com.au](http://www.greatershepparton.com.au)

If you require any further information about the survey or early childhood local services please contact Kristie Welch at Greater Shepparton City Council on 5832 9783.

If you wish to be included in the draw for a \$25 K Mart Voucher please don't forget to provide your contact details on the **separate blue sheet**.



## **Greater Shepparton Enhanced Best Start**

### **Community Consultation – Parent Interviews and Focus Groups**

**March – July 2011**

**Final Report**

**Prepared by Peta van Popering**

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## Introduction

The Enhanced Best Start/Municipal Early Years Plan Community Consultation Project has been conducted in Greater Shepparton to inform the development of the Enhanced Best Start action plan and Best Start Municipal Early Years Plan 2011-2013. The learning from this community consultation form part of much broader consultation conducted by the Greater Shepparton Enhanced Best Start team.

Greater Shepparton is one of only two Enhanced Best Start sites in Victoria, and this Initiative focuses on two specific indicators:

- Improving access to, and participation in, Maternal and Child Health Services and Kindergarten for vulnerable families; particularly those connected to Childfirst and Child Protection.
- Improving rates in the initiation and maintenance of breastfeeding.

This project was developed to get first hand feedback from families in relation to:

- The factors that promote or inhibit the initiation of breastfeeding.
- The factors that promote or inhibit vulnerable families participation in Maternal and Child Health and Kindergarten services.

The interview questions were developed to answer, in some capacity, the following questions:

*What are the personal, practical and service system barriers that vulnerable families face in accessing and using Maternal and Child Health Services in Greater Shepparton?*

*What are the personal, practical and service system barriers that vulnerable families face in accessing and using Kindergarten services in Greater Shepparton?*

*What are the personal, practical and service system issues that inhibit the initiation and maintenance of breastfeeding in Greater Shepparton?*

## Methodology

1. In consultation with Best Start team, the number of interviews and focus groups were established that were required for the consultation.
2. A preferred criteria for interview participants was developed in consultation with the Bst Start team.
3. Templates for both Maternal and Child Health and Kindergarten interviews were developed, that addressed the research questions.
4. Questions for breast feeding focus groups were developed that addressed the research questions.
5. Develop information sheets about the project for both professionals and service users (see attachment).
6. Contact was made by email and telephone to all ChildFIRST service providers and Maternal and Child Health Nurses (via the MCHN manager) explaining the purpose of the project, and seeking their assistance in identifying families who met the criteria and would be willing to participate.
7. Contact was made with parenting group facilitators to organise breastfeeding focus groups
8. Referrals for interviews were received via email and contact was made by telephone. Appointments were made at either the participants home, or at the service that referred them.
9. Focus groups were arranged with group facilitators.
10. Interviews and focus groups were conducted between March and June 2011.
11. Final report completed August 2011. This report has been structured to address the personal, practical and service system issues expressed in both the interviews and focus groups.

### Interview and Focus Group Referral Sources

	<b>MCH Interviews</b>	<b>Kindergarten Interviews</b>	<b>Breastfeeding Focus Groups (participants)</b>
<b>The Bridge</b>	3		5
<b>Familycare</b>	1	2	
<b>Rumbalara Family Services</b>	2	2	3
<b>MCH Service</b>	4	2	6 (Mooroopna) 7 (Shepparton)
<b>Multicultural Playgroup</b>		2	
<b>Total Participation:</b>	<b>10</b>	<b>8</b>	<b>21</b>

## What was learnt from the Maternal and Child Health and Kindergarten Interviews?

There are many differences in the composition of families living in Greater Shepparton. Socio-economic status, culture, language, age and health are just some of the factors that make families different from each other. Despite the differences amongst families in Greater Shepparton, participants from the interviews reported a number of similarities in their early parenting experiences. Common themes that emerged from the interviews were that early parenting was at times:

- Stressful.
- Tiring.
- Emotional.
- Overwhelming.
- Pressure.

### ***1. What are the personal barriers that vulnerable families face in accessing and using Maternal and Child Health and Kindergarten services in Greater Shepparton?***

The discussions that occurred during the Maternal and Child Health and Kindergarten interviews highlighted the magnitude and complexity of issues that impact on vulnerable family's in Greater Shepparton. Every family interviewed identified a **number of issues** affecting their family life which contributed to their vulnerability.

The personal issues that were raised consistently throughout the interview process included:

- Postnatal Depression (PND).
- Family violence and other relationship issues.
- Isolation (both lack of social networks/emotional support and physical isolation due to lack of transport).
- Financial difficulty and unemployment (Kindergarten).
- Parenting difficulties (feeding and sleeping issues).
- Struggling to manage a number of small children.

In addition to these often raised issues, some participants identified substance abuse, mental health issues (mood disorders), cultural and language barriers as issues that impacted on them. Many participants identified these issues as having some impact on their use of Maternal and Child Health or Kindergarten services.

#### *Postnatal Depression*

Women experiencing Postnatal Depression expressed a 'lack of enjoyment' in their babies, and felt strong levels of guilt about their condition. Some women reported withdrawing from supports, including Maternal and Child Health, as a result of their PND. Some of the women experiencing PND also reported significant sleep and feeding issues, particularly with breastfeeding. The four women who identified PND as an issue reported that they had difficulty breastfeeding and did not breastfeed for as long as they had wanted to. They also reported that feeling tired and stressed made attending appointments more difficult.

It was also identified that when attending MCH appointments, those women with PND sometimes felt 'interrogated' by the nurse, or that they were being 'nosey'.



### Family Violence

A number of women interviewed experienced family violence, during both the antenatal and postnatal period. These women reported feeling under extreme stress, and often experienced feeding, sleeping and settling issues with their babies. They were also both socially and physically isolated.

*"I feel extremely overwhelmed. I have so much pressure, and he's so jealous of the baby"*

## **2. What are the practical issues vulnerable families face in accessing and using Maternal and Child Health and Kindergarten services in Greater Shepparton?**

### Access

For many interview participants, access was a significant issue in MCH service and Kindergarten participation. Several participants did not have access to a car, and therefore found attending MCH appointments difficult.

Two MCH participants who accessed the Rumbalara MCH service, found that the provision of transport made a difference in their ability to attend.

*"It was all organised and made easy. No stress – especially when everything else is stressful."*

Transport was also a significant issue for some families with Kindergarten children, as six of the eight Kindergarten families interviewed did not have access to a car. Three families accessed Indigenous services, as transportation is provided. Each of these families stated that their child wouldn't have been able to attend Kinder without the bus. Another participant had to walk 45 minutes to Kinder, for a three hour session.

Due to access issues, some families opted for Long Day Care 'Kinder' programs, which lengthened the hours of care a child received. This made access easier for families, despite the increased cost.

### Homelessness

Homelessness or a lack of safe, secure and affordable housing was a significant issue for three MCH interview participants, and this had some affect on their MCH attendance. These women stated that it was difficult to be organised with appointments when they didn't have stable housing, and that transport was often more difficult.

*"I've lived in four different places in my baby's first five months. Every day is a struggle"*

One family from the Kindergarten interviews also experienced housing issues, and coupled with unemployment, created a stressful home environment. This family was also physically isolated, and relied on the Kindergarten bus service to transport their child.

### Language and Cultural Differences

Language and cultural differences provided another barrier to accessing MCH, as well as Kindergarten. Some newly arrived families were unaware of the services that they were entitled to use, and some found communicating with services difficult. Many culturally and linguistically diverse families rely on interpreters to communicate with services, and to assist them with completing paperwork.

Some participants also reported difficulty when attending MCH appointments with more than one child. Some found that the consultation room did not have space or capacity for more than one child, and this contributed to a rushed, stressful MCH appointment.

### **3. *What are the service system barriers that vulnerable families face in accessing using Maternal and Child Health & Kindergarten Services in Greater Shepparton?***

Service system issues were raised during both MCH and Kindergarten interviews, and due to the distinct differences in each service, those issues will be presented separately.

### **4. *Service System Barriers Identified during Maternal and Child Health Interviews:***

The relationship between parent and MCH nurse appeared to have a significant impact on service participation and satisfaction during the interviews. Common issues discussed during the interviews included:

- Feeling 'in trouble.'
- That the parents' knowledge of the child wasn't valued or listened to.
- Advice is too directive.
- Judged because of the parents' age.
- That you can't tell the nurse anything. Fear of/or experience being judged.
- Being 'nosey'.

Participants who reported a positive, supportive, relationship with their MCH nurse were more willing to access the service, despite the many personal barriers that they experienced. Attributes of a positive parent/MCH nurse relationship included:

- Listening to the parent.
- Allowing plenty of time in the appointment. Not being rushed through appointments.
- Being realistic with information and advice.
- Follow up.
- Consistency: Seeing the same nurse once the relationship is established.

Several participants expressed frustration in service delivery changes, with nurses changing days and centres, often without notice. A number of women also felt that appointments were not long enough,

and were 'straight down to business,' not allowing time for families to feel comfortable and engaged with the nurse. This contributed to participants feeling 'not listened to,' and 'their opinions not valued.'

*"I leave feeling worse. I can't wait til I don't have to go anymore."*

Many women also reported feeling 'in trouble' when they visit their MCH nurse, and felt that the appointments were all 'rules and regulations.' Many women reported feeling judged or criticised by the nurse, and often left feeling bad about the way they cared for their baby. This was often related to a baby's weight gain.

*"You feel looked down upon. Judged. I was talked to like I wasn't capable of looking after my own baby."*

Nearly all participants expressed a preference for home based appointments, for a range of reasons, including lack of transport, difficulty managing more than one child (sometimes three or four) in the consultation room as well as the personal issues outlined earlier.

Other, less common service system issues included:

- Service awareness. One newly arrived participant had no understanding of what services were available to her and her children.
- Intake processes. The above participant's caseworker enquired about the MCHN service, and was told to contact again closer to the child reaching the age of the next scheduled assessment. To support any family's engagement with MCH, particularly those new to Greater Shepparton, it would be preferable to link them in as soon as possible.
- One felt there was a clear lack of support for her to continue breastfeeding.

#### Factors that Enabled Service Participation:

- Home visits. Most participants stated that attending appointments would be easier if the nurse were able to visit the home. Some participants had received the Enhanced Home Visiting Service at some point, and found that model worked well for them.
- The relationship between the parent and the MCHN. Participants who identified their MCHN as someone they could trust, who was non-judgemental and who they felt comfortable with, as crucial to a good experience with the service.
- Consistency. Once a relationship was established with a nurse, participants preferred to see that individual MCHN.
- A number of participants used the open sessions, and found it helpful to be able to see a nurse without an appointment.
- Women accessing MCH through Rumbalara found this model of care very helpful.

### Service Delivery Recommendations (from the participants):

#### *Maternal and Child Health*

- More time for appointments.
- Being notified if there is a change of nurse.
- Listening to the parent.
- Text message reminders of future appointments.
- Home visits.
- More follow up (particularly in an appointment is missed, or the parents is experiencing difficulty).
- More sensitivity shown to parents.
- More support for breastfeeding, and support with issues. including weight gain.
- Materials in a range of languages.

### **5. Service System Barriers Identified during Kindergarten Interviews:**

A range of service system issues were identified by the interview participants. The relationship between parents and Kindergarten staff was a significant issue throughout these discussions. The attributes which supported a positive Kindergarten experience included:

- Information sharing.
- Regular, clear communication between parents and staff.
- Inclusive environment.
- Positive language.
- Services that supported parental involvement, and that were welcoming and engaging of children and parents.
- Responding to concerns and being proactive in addressing issues with the child.

Common issues identified during the interviews included:

- Lack of communication (particularly those families accessing the Kinder transport service).
- Not being listened to.
- Not proactive in addressing bullying. Lack of understanding of the impact of family violence on children.
- Session times (see section on access).
- Accessibility. Not a place in the kinder program closest to home (late enrolment).
- Lack of communication due to children being transported on the kinder bus. Participants reported a lack of understanding of what activities their child had been involved in or what they enjoyed at kinder.
- Lack of opportunities (or awareness of opportunities) for parental involvement when your child attends kinder on the bus.
- Lack of after hours care options with kindergarten programs. One participant opted for a child care 'kinder' program, as her child could stay for the whole day.

### Factors that Enabled Kindergarten Participation:

- Transport provision. Those parents utilising a service with transport for their children stated that it was a vital component to their child accessing a kinder program.
- Previous connection with the service, particularly fungroup and playgroup. Participants stated that the Kinder enrolment. process was easy if your child already participated in a program at the centre. Staff gave parents the forms and assisted in the enrolment process.

- Support from a case worker.
- A good relationship between the child and teacher.
- Clear, regular communication between teacher and parents.
- Services that supported parental involvement, that was welcoming and engaging of children and parents.
- Access to Interpreting services, and services that supported and engaged culturally and linguistically diverse families.
- Parents were more satisfied if their child was happy and enjoying Kinder.
- One participant described Kinder staff as “kind and good.”
- Support from the Multicultural playgroup.

### *Service Delivery Recommendations (participants)*

#### *Kindergarten*

- Improve communication (particularly for children attending Kinder on a bus).
- A communication book.
- More opportunities for parent and sibling involvement.
- Different session times (short sessions were often an issue for participants).
- Listen to parents.
- Longer hours of care (after kinder care).

## **What was learnt from the Breastfeeding Focus Groups?**

Four Breastfeeding focus groups were conducted as part of the community consultation, with a total of twenty one participants. The four groups consisted of:

- A First Time Mums Group in Mooroopna (with six participants).
- A combined North and South Shepparton First Time Mums Group (seven participants – two of which had more than one child).
- A Young Women's Antenatal group (five participants at different stages of their first pregnancy).
- Participants from an Indigenous Family Service (three participants with differing family sizes).

Of the twenty one participants, all but three intended to try breastfeeding with their babies. The reasons for this included: nutritional importance, bonding with baby, financial, more practical and easier than formula feeding.

These women accessed a range of services both antenatally and postnatally, to enhance and extend their breastfeeding experience. The services considered most helpful were:

- The Breastfeeding Lactation Clinic.
- The Australian Breastfeeding Association.

The participants who breastfed reported a number of difficulties experienced during their baby's first month including:

- Mastitis.
- Sore, grazed nipples.
- Blisters.
- Thrush.
- Low blood sugar.
- Baby losing weight.
- Emotional and tearful mum.
- Low supply.

### ***1. What Personal Issues impacted on the initiation and maintenance of Breastfeeding in Greater Shepparton?***

Like many women with a new baby, most participants reported feeling extremely tired during the first few months at home with their baby. Some reported that this tiredness was exacerbated by breastfeeding, not only because of the time and frequency of feeds, but also the demand it placed on their bodies. Some women reported that they had a "poor supply" as they were not prioritising their own care. A number of women also found breastfeeding painful, and found it difficult to persevere with.

A number of women stated that they were not comfortable breastfeeding in public. Two women also stated that their husbands/partners were not comfortable with them breastfeeding in public (or in front of anyone) and therefore found it easier to formula feed when out. A small number of women felt that their partner was missing out by not being able to feed their baby.

Three women reported having very negative breastfeeding experiences with their first child, which had deterred them from breastfeeding their subsequent children. These issues included:

- Being pressured to breastfeed in hospital
- Not being listened to about breastfeeding issues
- Experiencing pain and discomfort when breastfeeding
- Emotionally uncomfortable with the notion of breastfeeding (due to age and readiness for parenting)

## ***2. What are the practical issues that inhibit the initiation and maintenance of Breastfeeding in Greater Shepparton?***

A number of practical issues were identified by the focus group participants that impacted on their ability to breastfeed. As stated earlier, some women were not comfortable breastfeeding public, and the issue of public breastfeeding facilities was raised consistently throughout the focus group discussions. Many women stated that there are insufficient clean, comfortable and convenient facilities to breastfeed in Greater Shepparton.

Some women discussed the added difficulty of breastfeeding their baby when there were special medical issues. Two women were discharged from hospital without their babies, and found the maintenance of breastfeeding difficult. Two other women, having had caesareans, found breastfeeding quite difficult, as they experienced significant post-operative pain. Several of the women who identified these issues, also reported having limited supports within their family.

Many women identified the lack of after hours breastfeeding support as an issue, particularly those who were first time mums. Many participants reported breastfeeding a stressful experience, and they often experienced difficulties during night feeds.

## ***3. What are the service system issues that impact on the initiation and maintenance of breastfeeding in Greater Shepparton?***

Many service system issues were raised during the focus group discussions, which impacted on the participants' experience of breastfeeding. During discussion about antenatal care, it was highlighted that the provision of breastfeeding information and materials varied significantly, with some participants stating that they received no breastfeeding information. There were mixed reactions to breastfeeding information at antenatal classes and midwifery appointments. Some participants were satisfied with the level of information provided, whilst others were not. Those women who accessed private antenatal care stated that there was no breastfeeding information provided. Those who attended Hypnobirthing classes stated that breastfeeding was well covered, and some women sought additional support and information from the Australian Breastfeeding Association and the internet. It was identified amongst some participants that there are very limited options for breastfeeding support in Greater Shepparton. In particular, there are no Indigenous lactation consultants, to support Indigenous women to breastfeed.

A range of breastfeeding issues occurred during the participants hospital stay, following the birth of their child. The most common service system factor influencing participants' breastfeeding experience was the time spent in hospital. Most women stated that they were discharged from hospital before breastfeeding was properly established. Most women reported feeling a lack of confidence in breastfeeding their baby upon discharge from hospital. In addition to this, the participants reported

very mixed opinions about the level of support they received in hospital. There were some women who found staff helpful and supportive with breastfeeding. It was consistently stated that the level and nature of support (whether it was positive and helpful) depended on the actual nurse at the time, and that particularly during night feeds, there was a distinct lack of assistance. Many women reported feeling as though they were asking too much, when they requested breastfeeding help. Consistent feedback included:

- Feeling as though you were an inconvenience when asking for assistance
- The manner in which assistance was provided was considered rude and insensitive by some participants
- Not enough time spent with you
- Staff during night shift didn't respond to requests for help

Another issue significant to some women was the lack of access to lactation consultants if you delivered your baby over weekends or public holidays.

Another issue raised during the discussion was the criteria for post acute care services. Some women were referred for home help, whilst others were not. Those women who did receive home help stated that it was immensely helpful during the early weeks at home with their new baby.

Contrary to the service system issues outlined above, those women who were transferred to a private hospital reported high levels of breastfeeding support. One woman, commenting on her care at a private hospital, stated:

*"I would never have succeeded. I would have given up (if not for the support I received there)."*

The only issue related to private hospital care was the lack of a Domiciliary service.

Many participants from the focus groups had accessed the lactation clinic, and found it a positive, helpful experience. A number of suggestions were raised on how this service could be further enhanced to support breastfeeding women.

- More consistent follow up, once the service has been accessed
- Many women identified home visits as their preferred model for breastfeeding support.
- In home and after hours support. Some women reported feeling overwhelmed at the thought of going out with their baby to a service, particularly if they have had extended periods with little sleep.
- Accessibility on weekends.

In addition to the Lactation Clinic, women who accessed the Australian Breastfeeding Association (ABA) found their support helpful and positive. In particular, home visits and after hours support were considered extremely beneficial elements of the ABA's service.



## Concluding Remarks

### *The Limitations of this Community Consultation:*

Limitations of this consultation include:

- The small sample of families interviewed. The information provided is not representative of vulnerable families in Shepparton, but does give some insight into their experiences.
- Families in the Department Human Services system were not engaged in this consultation.
- There was some difficulty reaching families that had disengaged from Kindergarten services, and were therefore only able to complete eight of the ten interviews.
- For some interview participants, the questions were not always relevant, as they hadn't had a lot of involvement with the service.
- Some of the focus group participants were unable to answer some questions, as they were yet to experience breastfeeding (those who attended the Bridge Antenatal Care and Education Program)

### *Areas of Further Interest:*

In addition to providing some insight into the experiences of vulnerable families and breastfeeding mothers in Greater Shepparton, this consultation has highlighted a number of unanswered questions.

- What mechanisms are in place for service user feedback and evaluation of Maternal and Child Health Services and Kindergarten?
- How can we better understand, engage and support culturally and linguistically diverse families in Greater Shepparton, to maximise their participation in services?
- How do we reach newly arrived families so that they are connected to services in a timely manner?
- How do specialist services working with vulnerable families collaborate with universal services like MCH and Kindergarten?
- How can we ensure pregnant women receive adequate breastfeeding education across the different models of antenatal care?
- Is the current level of discharge planning adequate to maximise women's potential to successfully breastfeed?

The interviews with vulnerable families demonstrated the range of challenging issues that some families face on a daily basis, and many families are facing a multitude of personal issues which impact on their service participation. Accessibility was another key theme that permeated both interviews and focus groups, and provides us with some valuable suggestions for improving access to services.

The interviews and focus group discussions highlighted a number of examples of positive engagement and support for families in Greater Shepparton, as well some distinct areas for improvement. A common theme between the breastfeeding focus groups, the MCH and Kindergarten interviews is the importance of relationships in supporting parents. Throughout this consultation, it has been consistently reported that parents value services that take time to engage with them, understand their needs, listen, and demonstrate sensitivity and respect.

*Finally, thank you to the services that supported this project, and to the families for sharing their very personal stories with me.*

## **Appendices**

### **Appendix 1: MCH Service Interview Questions**

**Date:**

**Interviewee:**

- 1. Tell me about what it was like for you when you first came home from hospital and had a new baby to look after?  
(tiring, emotional, stressed, overwhelming)**
  
- 2. What was useful to you when your baby was first born and you were learning about being a parent? How did you find out about supports in the community? (workers, family, partner, internet, other mums, MCHN)**
  - Did you have contact with a M&CH nurse? How did you make contact with them (at your home or centre?)
  - What was this contact like for you? Were the Ages and Stages visits helpful?
  
- 3. Thinking specifically about M&CH, how would you describe your experience with this service?**
  - Did you find it a valuable way of getting information and support for yourself about different things?
  - Did you find it a valuable way of learning how to care for a baby, and what to expect as he or she gets older?
  - What were the issues that stopped you from using this service? Would you have used the service more if these issues were not there?
  - Can you tell me three things that were good about the service?
  - Can you tell me three things that you would change?

## **Appendix 2: Kindergarten Interview Questions**

**Date:**

**Interview:**

- 1. Can you tell me if your child attended kinder and what your child enjoyed about that experience?**

Which kinder did your child attend/enrol in?

- 2. What was the enrolment process like? (Was it difficult, complicated, simple, not clear when to enrol?)**

Did you enrol your child, or was this done with help from someone else? Who helped you?

- 3. Did your child attend kinder regularly? If not, what were the reasons?**

What was your experience with the kinder service like? (staff, attitudes, information for parents etc)

- 4. What are the top three things you liked about being involved with this kinder/s?**

- 5. What are your top 3 suggestions for improving kinder services?**

## **Appendix 3:           Breastfeeding Focus Group Questions**

**Date:**

**Number in attendance:**

### **Community Perceptions**

1.     How do you think breastfeeding is viewed in our community?
2.     In your friendship group?

### **During your pregnancy**

1.     During your pregnancy, were your thoughts about feeding your baby?
2.     What did your partner think about breastfeeding?
3.     What are the reasons for your thoughts/decisions?

### **In Hospital**

1.     Thinking about your time in hospital, after the birth of your baby, what was your feeding experience like?
2.     How were the staff in hospital?
3.     Upon discharge from hospital, how were you feeling about breastfeeding your baby?

### **In the first four weeks**

1.     What services/supports did you find most useful?
2.     What difficulties, if any, did you encounter with breastfeeding during the first month?
3.     In the time since you've had your babies, what services and supports have you found most valuable?

### **General**

1.     For those who didn't, or have stopped breastfeeding, what are the main reasons for your decision?
2.     What would have helped you to continue breastfeeding?
3.     What do you think needs to happen to encourage more women to b/f and to continue for the first 6 months?

# **Best Start Municipal Early Years Plan**

## **Partnership Workshop**

**19 May 2011**

**Prepared by Gaye McPherson - Consultant**

## Increasing rates of Maternal & child Health and Kindergarten participation

Rationale/data	Focus of work	How to respond	Other information needed
National MC&H and EHVS data	<p>How to focus on vulnerability?</p> <p>Targeting additional MC&amp;H EHVS outreach \$</p> <p>Personality/attitude “safe” identify</p> <p>How to support &amp; engage vulnerable families to enrol their children at kindergarten earlier, so they secure place at local Kindergarten.</p> <p>Strong focus on evaluation &amp; influencing early years policy &amp; program design.</p>	<p>Targeted responses trialled:</p> <ul style="list-style-type: none"> <li>• Locality targets</li> <li>• Transport</li> <li>• Co-location</li> </ul> <p>Increased professional networks to further develop skills of engagement of vulnerable families and coordinated service delivery.</p> <p>Project based evaluation</p>	<p>Outcome and system based. Identifying key elements of projects, what is transferable &amp; sustainable and conditions that support achieving outcomes.</p>

## Increasing rates of breastfeeding

Rationale/data	Focus of work	How to respond	Other information needed
<p>EBS \$</p> <p>Low rates M&amp;CH participation</p> <p>Annual report data</p>	<p>Continue doing what we are doing</p> <ul style="list-style-type: none"> <li>• We now have BF sites</li> <li>• Room for improvement</li> </ul> <p>Antenatal programs – more than 1 session</p> <p>Further investigation on what actually makes a difference. In view of the evidence of the benefits, why are women not adopting or sustaining BF?</p>	<p>Normalisation of BF – long term education to all relevant cohorts not just those of imminent child bearing age.</p> <p>Develop a position on:</p> <ul style="list-style-type: none"> <li>• When is the best time/age to educate</li> <li>• What messages/promotions are working</li> <li>• What strategies work with women from other cultures and teenage mothers</li> </ul> <p>Promoting ABA &amp; M&amp;CH helpline breastfeeding support</p> <p>Collect better data</p> <p>Resume Lactation Network.</p>	<p>Research to assist with understanding why it is that young women are not BF or only for a short time, and rates are dropping. What has changed?</p> <p>Does adolescent education enhance or is it counter-productive?</p> <p>Focus on ‘community’ research &amp; experience in other Australian settings.</p> <p>Collect baseline data for developing evidence.</p>

## Coordinating Advisory Body

Rationale/data	Focus of work	How to respond	What other information needed
<ul style="list-style-type: none"> <li>To prevent fragmentation of services</li> <li>More efficient application of funding</li> <li>Targeted community representation</li> <li>Acknowledge key role of COGS in driving Early Years agenda</li> <li>Local Govt needs advice from expert <u>local</u> body</li> <li>Able to build on opportunity of local political representation to promote COGS EY system &amp; its needs</li> </ul>	<p>Chair appointed by Local Govt to be embedded. Demonstrates valuing of the Early Years</p> <p>Continuing data analysis &amp; evaluation (to inform potential targeting)</p> <p>Maintain high level of expertise to ensure capacity</p> <p>Knowledge base of other activities &amp; initiatives (local/statewide/Aust/Overseas)</p> <p>Be <u>the</u> local peak body</p> <p>Determine <u>core</u> business &amp; priority areas of activity</p> <p>Work through recommendations for where they best fit</p> <p>Identifies &amp; advocates on emerging issues and needs to all levels of govt &amp; philanthropic organisations</p>	<p>Review of Partnership membership &amp; expertise required:</p> <ul style="list-style-type: none"> <li>Strategic</li> <li>Service delivery</li> </ul> <p>On annual basis to ensure most effective representation</p> <p>Develop relationship with the CW govt &amp; relevant providers e.g. Centrelink</p> <p>Influence policy development through experience and local evidence base, sharing success approaches &amp; identification of barriers that require policy change</p> <p>Referral of issues outside 'sphere of influence' to appropriate agencies &amp; bodies</p>	<p>Commonwealth representation on Partnership</p> <p>Continued quality data collection &amp; <u>analysis</u></p>



## Improve literacy

Data/rationale	Focus of work	How to respond	Other information needed
<p>Refer to Community Profile for Red Alert re Literacy</p> <p>AEDI data</p>	<p>Continue current program approaches</p> <p>Promote community literacy as a whole</p> <p>Maintain focus on evaluation to better measure impact</p> <p>Partnership to decide whether strategies are universal or locally targeted to identified localities of need (or a combination of both)</p>	<p>Build on current actions</p> <p>On basis of impact prioritise programs &amp; value add i.e. Mother Goose in Mooroopna</p> <p>Planning for long term sustainability</p> <p>Decide whether universal approach is economically sustainable whether targeted would be better use of scarce resource</p>	<p>Local school data:</p> <ul style="list-style-type: none"> <li>School Nurse questionnaire for info re vulnerable local schools for targeting</li> <li>Prep teacher data</li> </ul> <p>Knowledge of other best practice (state/CW/OS)</p>

### Focus attention on vulnerable families

Data/rationale	Focus of work	How to respond	Other information needed

### Notes from the workshop:

The following decisions were made by the partnership:

- To focus future effort on vulnerable families. It was agreed the Partnership need to spend further time how it will scope/define 'vulnerability'. It was agreed this should incorporate 'generational disadvantage'.
- In principle agree to focusing on localities of significant need (such as the Brotherhood Project at Patricia Smith Centre in North Shepparton), or for some priority activities. In some cases a differential approach may be best, the benefits and risks need to be examined as a task arising from the workshop
- There was general agreement to focusing strategies and activities on 0-6 years age group.

There will be 5 indicators: Increasing Maternal & Child Health & Kindergarten participation; Increasing Breastfeeding Rates; Focus on Vulnerable Families; Increasing Literacy, and Coordination Advisory Body.

The limited time frame of the workshop did not allow time for the group to consider the priority area of:

- Focus attention of vulnerable families (access to services; responsiveness of services; better ways of working through integration & collaboration). It was agreed this would be held over to a further meeting.

# **GREATER SHEPPARTON BEST START MUNICIPAL EARLY YEARS PLAN**

## **SERVICE PROVIDER FORUMS**

**MAY 2011**

## **PURPOSE**

The purpose of the service provider forums was to bring together local practitioners such as Maternal and Child Health nurses, kindergarten and primary school teachers, childcare staff, playgroup facilitators, special needs staff and community house managers to explore the issues, enablers, and barriers that impact on service delivery.

Service provider forums were held in Mooroopna, north Shepparton, south Shepparton and Tatura to explore localised issues and establish linkages between the various service providers.

The forums ran for half a day and funding was provided to back fill staff to attend where necessary.

## **MOOROOPNA SERVICE PROVIDER FORUM – 5<sup>TH</sup> MAY 2011**

### **INDIVIDUAL BRAINSTORMING EXERCISE – MAJOR THEMES**

#### **1. What are we doing well in the Mooroopna area?**

- Providing additional services at schools (e.g. speech therapy, psychology, paediatric input)
- Transitions from kinder to school – forms, visits, etc
- Creating / enhancing closer links and networks between early years services
- The Hub – great model to deliver early childhood and community services x 3
- Awareness for change
- The availability of early learning programs
- Wide range of services available in the community
- Good kinder up-take – most Prep children have attended kinder

#### **2. What do you think are the 3 main developmental and wellbeing issues for children in the Mooroopna area?**

- Reaching and engaging families, especially the vulnerable and ‘at risk’ population x 3
- Service accessibility, utilisation and responsiveness x 3
- Literacy and oral language experiences x 3
- Social & emotional skills development x 3
- Health in general
- Generational poverty
- Information provision – the most appropriate way to provide it – not written
- Promoting services in a positive way
- Kinder participation –encouraging regular attendance
- Safe environment (housing)

#### **3. What supports do local parents and families need to give their children the best start in life?**

- Promote literacy, language and numeracy in the home / what parents can do to help develop skills x 3
- More integration of services so that families don’t have to attend several settings x 3
- Communication - families needing simple clear explanations and simple written language
- More individual, one to one relationships between practitioners and families
- Parents need to feel confident in themselves and parenting skills
- Promotion and better use of transition plans from kinder to school (getting permission from parents)
- Community connection opportunities to support families with parenting issues and no family support
- Safe family and community opportunities
- For intensive parenting support – responsive MCH, responsive kinders and schools, facilitated playgroups

#### **4. From a service provision perspective, what inhibits or enables you to:**

##### **a. Meet the needs of children and families**

- Opportunity to build relationships with parents at school – sometimes harder due to children travelling by bus, parents dropping children off at the gate, etc
- Time x 3
- Funding x 3

- Extra staff needed
- Personalities of individuals / previous experience of families (good and bad)
- Lack of available services (speech, OT, etc)
- Sharing of information and knowledge about children / families between services where appropriate – confidentiality makes this difficult
- Providing a non-judgemental service
- More outreach components to MCH

**b. Reach vulnerable or disengaged families**

- Give a reason to attend – free stuff, food, fun
- Intimidation / fear often an inhibitor for vulnerable families.
- Time x 2
- Funding x 2
- Personalities of individuals
- Finding the families
- Outreach
- More resources into engaging first time mothers who are vulnerable
- Transience
- Poverty
- Opportunity in the Hub facility to work closely with other services to enhance strategies to reach families
- Keep up to date with trends of general population

**5. Other comments**

- Better communication and connections between services
- Allocate available to funding to areas identified by the AEDI as more 'needy'

## **WHITE BOARD DISCUSSION – MAJOR THEMES**

### **1. Access to speech therapy services**

- Waiting list to access speech therapy services
- Families not acting on referrals to speech therapy
- Services not referring to ECIS as much due to long waiting lists, however extra ECIS services are allocated according to areas with most demand – need to start referring again to get more \$\$ allocated to our area
- A review of ECIS has recently been completed and a number of improvements made to the service
- Lack of continuity in therapeutic support from kinder to school – different funding to go through

### **2. Transition**

- Better use and sharing of transition statements from kinder to school – currently schools in Mooroopna are only receiving 3 or 4 statements
- Parents need to understand the importance of the transition statements and better efforts made to obtain parent approval to share these statements with the schools
- Continue one to one meetings between kinder and Prep teachers to share information about incoming school children and families
- Continue the Mooroopna transition network and expand to include MCH, childcare, etc
- Transition of information from MCH to kinder – better use of the 3.5 year check information and the 4/5 year check (unfunded). Can any of the child's MCH record and developmental information be shared with the kinder?

### **3. Integrated services / linkages between services**

- The Hub (MEAC) is a great setting, providing a range of early childhood and community services – one stop shop
- The Hub is open to new ideas for programs to support children's development and family support services
- Bringing services to where families already attending – kinder, school

### **4. Language and literacy skills**

- Low oral language skills of children
- Story a Day a good program to encourage reading / sharing of stories

### **5. Knowing the community**

- Still a cohort of families being missed but cannot be found
- Knowing who the local service providers are and hours of operation – MCH, kinder, etc
- Transience and higher needs in some parts of Mooroopna (north area near MPPS)

## OPPORTUNITIES / RECOMMENDATIONS FOR ACTION

- Determine number of transition statements received by schools
- Promote the importance of the transition statements through kinders
- Fund extra time for kinder teachers to sit down with parents individually to go through the transition statements, get them signed off by parents and forward them onto schools
- Funding provided to MCH admin to follow up those on kinder central enrolments forms with a 'no' against the 3.5 year check to book them in
- Recommend parents take a copy of the 3.5 year check to their kinder teacher
- Kinder teachers to ask for a copy of the 3.5 year check if completed
- Look into the possibility of promoting/funding the 4-5 year check (unfunded) for vulnerable families and parents to forward a copy of this onto the kinder teacher
- Kinder central enrolment forms filled out with 3.5 year check
- Kinder central enrolment forms completed by MCH nurses for vulnerable families
- Bridges out of Poverty conference
- Speech therapy services mapping
- Kinder participation data
- Family fun activities to engage families and then positively promote services available

M11/036250



## **NORTH SHEPPARTON SERVICE PROVIDER FORUM – 16<sup>TH</sup> MAY 2011**

### **INDIVIDUAL BRAINSTORMING EXERCISE – MAJOR THEMES**

#### **6. What are we doing well in the North Shepparton area?**

- Support for Breastfeeding x 2
- Support for families to engage in MCH
- Literacy initiatives are excellent x 3
- Awareness of Issues – strong links between groups x 5
- MCH – more client responsive work
- Provision of Occasional Care Program for 0-6
- Supporting the community needs – depression
- Staff that are focused and committed to give the best to every child/families x 4
- Quality Care for families and children 0-8
- Flexible MCH service x 2
- ELF Reading Day
- Recognition of vulnerable families

#### **7. What do you think are the 3 main developmental and wellbeing issues for children in the North Shepparton area?**

- Impending loss of Fun Group/Occasional Care Services particularly in rural areas - loss of early referrals and support for families will be catastrophic x 3
- Lack of Speech Therapists in regions and waiting lists x 2
- Support for NES families and children
- Physical Activity – more participation
- Nutrition x 3
- Access to playgroup/kinder because of family issues/transport x 3
- Oral language development x 2
- Supporting parents to understand how critical early years development x 2
- Stable environment for children
- Positive/safe places for interaction x 2
- Educational/Developmental opportunity
- Lack of free services x 2
- Literacy x 4
- Accessing information about services for parents with low literacy skills
- Obesity x2
- Mental Health
- Breastfeeding x 3
- Immunisation x 3
- Limited Kinder places
- Transient/Homeless Families
- Kinder enrolments
- Community connectivity
- Community Education regarding high risk behaviour that can affect their children

**8. What supports do local parents and families need to give their children the best start in life?**

- Support/encouragement for Breastfeeding x 2
- Flexible Services that can meet families need (so if late to kinder not an issue) staff attitude
- Equitable Access to Services so higher needs area have a better chance to receive support
- Maternal & Child Health attendance x 4
- More home visits by MCH nurses
- Provide copy 3 ½ year old checks at time of kinder enrolment
- Combined Ethnic/Indigenous services within community
- Community Support advocacy – integrated services x 2
- Access to information for parents on how to develop their child's oral language skills (eg speech) x 2
- Access to support & services within the area starting at the base with MCH x 2
- Encouragement for participate/attend Antenatal care and education
- Education re: pregnancy in adolescent years
- Current Information/support from local agencies x 2
- A Spectrum of literacy initiatives – health, education, financial etc
- Empowerment, ownership, conectiveness in neighbourhoods
- Quality Childcare/kindergarten Services x 5 and Occasional Care Service x4
- Mum/Parents Groups
- Affordable medical care/Health Care x 2
- Opportunities for play in own home
- Social events
- More advertising when kinder enrolments are due

**9. From a service provision perspective, what inhibits or enables you to:**

**a. Meet the needs of children and families**

- Lack of speech pathologists in region x 3
- Lack of kinder positions/fun group positions in region and close proximity for families
- Need more kinder buildings to accommodate fun group with the introduction of 15 hours of kinder
- Strong links with other services
- Vacancies in services
- Cost
- Quality of Care
- Parking
- Knowledge of services available x 2
- One on One interviews with parents and place with appropriate FDC educator
- Referring families back to MCH for 3.5yr check
- Hospital length of stay – need to provide more in home support – impact on breastfeeding
- Time available for existing work role x 3
- Are able to meet needs by providing breaks/support for family
- Positive experiences for children
- Some outreach in working week but not enough flexibility in time to outreach
- Allowed some flexibility to can attempt to engage
- Staff willing to look at options eg Kinder enrolments

- Lack Availability of appropriate interpreting services
- 3yo kinder on a different day to visiting MCH nurse – missed opportunity
- Lack of accurate up to date contact information available
- Having Computer data base accessible across the service

- 

**b. Reach vulnerable or disengaged families**

- Vacancies in services
- Cost of care
- Parking
- Time to meet with parents
- Language Barrier
- Parents lack of involvement – not returning phone calls/families moving
- Knowledge of services available x 2
- Good rapport/communication with parents
- Reluctance from families to discuss financial concerns – may not be aware that kinder is free for Health Care Holders
- Transient/homeless families
- Substance/Domestic Violence issues
- Barrier of hospital as institution – some people intimidated
- Skills to engage these families
- Flexible options for care such as A/N clinics
- Word of Mouth
- Limited capacity (time/resources) to effectively reach families
- Newly arrived families – understanding of culture/awareness/communication/culturally appropriate services
- Up to date contact details not maintained x 2
- MCH Appointments all day except for open session
- Multi Levels of Service within MCH (ENVS/Play therapist/home visits for sleep issues)

**10. Other comments**

- More funding for children with additional needs – criteria too strict to achieve funding
- Funding received by region should be diverted to maintain occasional care services in rural areas. Cannot afford to drive to Shepparton or subsequent flow on affects on lower numbers at rural kinders
- Emphasise importance of kinder and the value of early years
- Book Bag given out by MCH a letter sheet with lower case Victorian script in 3.5 yr bag
- Would be good to see case study or show finding professionally to see complexities and plans/issues for families

## **SOUTH SHEPPARTON SERVICE PROVIDER FORUM – 17<sup>TH</sup> MAY 2011**

### **INDIVIDUAL BRAINSTORMING EXERCISE – MAJOR THEMES**

#### **11. What are we doing well in the South Shepparton area?**

- Building the supports for culturally diverse clients
- Capturing local data
- Increased Playgroups/Supported Playgroups x 2
- Collaboration between service providers and understanding of roles x 2
- Promotion of Literacy – book bag initiative, story time, rhyme times
- Partnerships with MCH, Schools and Special Services x 2
- Consulting different organisations
- Public Transport within Shepp – OK, outside Shepp – hopeless
- Delivering information from service providers and taking information from stakeholders
- Range of information of services that cover age/ethnic backgrounds are diverse
- Kinder to School transition and increased numbers

#### **12. What do you think are the 3 main developmental and wellbeing issues for children in the South Shepparton area?**

- Trauma and the impact on development and wellbeing
- Refugee families, NES families x 2
- Instability – transient community
- Poor breastfeeding rates x 2
- Lack of education
- Access to services – real or perceived
- Lack of assessments attended – decrease in early detection of issues resulting in delays in support
- Mental Health Issues
- Nutrition – healthy eating/lifestyle (or lack off) x 3
- Parenting Skills (low)
- Living Standards (lack food, housing, stability)
- Financial Literacy (budgeting/managing money) x 2
- Positive entertainment – family supported
- Physical activity
- Limited Day Care/Kinder – especially under 3's – parents don't keep trying for a spot
- Training for staff on vulnerable families

#### **13. What supports do local parents and families need to give their children the best start in life?**

- Access to early childhood services x 2
- Additional support for newly arrived refugees x 2
- Assistance with practical tasks required to access a services (transport, interpreting, literacy) x 2
- Breastfeeding and teen parents returning to education x 2
- Maternal & Child Health attendance x 2
- Good rapport with services/staff – consistency of information/up to date knowledge x 3
- Opportunity to play safely

- Security
- More places in childcare/kindergarten with language support
- Have families work for payment – not complete hand out
- Participation on Kinder/Playgroups
- Common Meeting place adjacent to Early Childhood Services

**14. From a service provision perspective, what inhibits or enables you to:**

**a. Meet the needs of children and families**

- Working collaboratively with other services
- Access and availability of services without delay
- Maintaining up to date knowledge – Consistency of information
- Time - Volume of clients needing to be seen, not enough time for families with additional needs
- Lack of other services involved with the families who are willing to share information – this works well with local kinders/schools
- Lack of parent involvement engaging in student's education/life x 2
- Want teachers to do it all and can become angry if expectations not met
- Crisis management
- Financial Hardship (no experience to draw upon)
- Limited non contact time
- Information documents – enrolments forms & background information sheets that allow carers to gain valued information

**b. Reach vulnerable or disengaged families**

- Actively engaging with the community rather than waiting for them to access service
- Practical issues – transport, cost, interpreters/bi-lingual workers
- Frequent change in address or phone numbers
- Promote services in a different way so more vulnerable families will begin to value service
- Failure to attend appointments
- Family Liason Officers x 2
- Case management for needy families
- Additional funding to resources services

**15. Other comments**

- Breastfeeding & return to work – employees commitment to time involved for this
- Support for interpreters in schools
- New arrivals have challenged our laws (no seatbelts, no licence, domestic violence)
- More support from Government to fund and plant for families they are choosing to bring into the country. No support for infrastructure to cater for their needs

## **TATURA SERVICE PROVIDER FORUM – 24<sup>TH</sup> MAY 2011**

### **INDIVIDUAL BRAINSTORMING EXERCISE – MAJOR THEMES**

#### **16. What are we doing well in the Tatura area?**

- Kinder – Prep Programs and Transition
- Community Reading Day x 2
- Provision of OSHC – afterschool
- Co-location of Services (MCH/Childcare/Kinder/Playgroup/Comm House) x 3
- Contact with other services x 2
- Services working together/Networking x 4
- Communication x 5
- Contingency Improvement Plan
- Childrens Week participation
- Majority of services Provided x 4
- Local Supportive Community x 2
- Transition Statements x 2 (Could be improved
- Choice of services offered x 2

#### **17. What do you think are the 3 main developmental and wellbeing issues for children in the North Shepparton area?**

- Parenting Skills –
- Oral /Language and Listening Skills
- Building resilience in children to adjust to rigours of life
- Engaging with vulnerable families x 2
- Children no accessing services due to non-engagement or non attendance x 3
- Poor attendance at kinder impacting on school performance
- Need to tap into what parents want for their children
- Assistance to attend referral appointments (currently in Shepp) speech therapist etc x 1
- Non English Speaking Families
- No encouraged for early literacy
- Families not accessing any support services x 2
- Transport
- Resources available to families – clothing, food
- Physical Health and Wellbeing x 2
- Increased access for children attending kinder
- Low Socio economic background x 2
- Socialising x 2
- Working parents – less quality family time

#### **18. What supports do local parents and families need to give their children the best start in life?**

- Time poor parents tend to pass all responsibilities to school – conflicting demands eg homework but not time to help
- Sport Activity every night – time poor
- Quality interaction between families

- Outreach vulnerable families – non attendance
- Ask families what they need/want for their children
- Encourage to engage with mainstream services locally
- New playgroups – Murch/Merrigum
- New Parents Group
- Engage Playgroups – feeds on to rest of ECS and School
- To be aware of opportunities available – playgroup/kinder/support groups/MCH nurses and other agencies to improve quality learning/life experiences x 4
- Ensure basic services – food ,shelter and water
- Access to services – transport an issue for farm families to attend
- A universal Tatura brochure advertising early childhood care/education services in the area x 2
- Support for Professionals (availability)
- Variety of Childcare services
- Opportunity and Flexibility

**19. From a service provision perspective, what inhibits or enables you to:**

**a. Meet the needs of children and families**

- Lack of time and resourcing available x 3
- Great to work with families who value early childhood services x2
- Challenging trying to engage with vulnerable families x 3
- M&CH as a program to deliver – need flexibility to meet special needs
- DHS involved families – could the worker connect family more specifically a MCH nurse – semi compulsory
- Funding and available spaces
- Communication, resources and newsletter
- Other Service Support
- Up to date Website for services
- Constant evaluation of services to improve
- Advertise new initiatives at TCC
- Establishment of EFTPOS now installed
- Surveys of family needs
- Provision of OHSC – have recently extended
- Cost of Care too expensive
- Understanding of universal service system and partnership established with other service providers
- Building of positive relationships
- Having time to listen to what is important to the family

**b. Reach vulnerable or disengaged families**

- Support links with other services
- Willingness to accept help/engage x 3
- Current up to date contact details
- Limited amount of time for outreach visiting
- Integrated practice
- Special CCB available
- Funding

- Time available
- Offer lower fees for HCC holders on OccCare and Playgroup
- School Chaplaincy funding
- In an ideal world – continuity of service provider
- Understanding of what will be helpful to that family

## **20. Other comments**

- More connections – Kinder/Primary Schools/Early Childhood Services. Ongoing networking to include Murchison and Merrigum areas.
- Advertising in more places – supermarkets, doctors surgery
- Forward Planning for growth of services. See Community Consultation Plan

M11/036248



## Appendix 1 - Agenda

# SERVICE PROVIDER FORUM

9.00 – 9.15am	Registration
9.15am	Welcome
9.20am	Who are we? - Introduction exercise
9.40am	Best Start Municipal Early Years Plan 2008-2010 presentation with group discussion
9.55am	What is our local data telling us? Data presentation with group discussion
10.30am	Morning tea
10.45am	Development of the new Best Start Municipal Early Years Plan and Enhanced Best Start Plan
11.20am	Working with children & families – hearing from local service providers
11.45am	Group exercise - Identifying priorities for the local area and Greater Shepparton
12.15pm	Final comments and where to from here
12.30pm	Lunch

## **Summary of Changes in the Draft Youth Strategy and Action Plan 2012 - 2015**

### **Message from the Mayor (Page 3)**

Replace *regardless* (of their social, economic or cultural background) with *including those with diverse...* social, economic or cultural backgrounds

### **Introduction (Page 5)**

Removed : It is inclusive of all young people, regardless of cultural background, socio economic status, sexuality or abilities.

Replaced with: The strategy is inclusive of all young people acknowledging and valuing their diversity: socio economic status, sex, gender, sexuality, ability and cultural background.

### **Consultations (Page 7)**

Addition made:

Draft

Following the development of the draft strategy, further consultation was undertaken. The Strategy was available for public viewing and feedback for a four week period. During this time the strategy was forwarded to the youth sector who assisted in its development and a sector forum was held to collectively discuss and consider the draft document. Council also consulted with over 350 young people via a number of mechanisms (feedback exercise to identify priorities, survey and focus groups) about the draft strategy.

### **Budget (Page 11):**

Budget implications have been considered in the development of the Action Plan with annual projections provided below. It is important that these are considered as indicative costs only.

Any actions requiring additional funding will be reviewed as part of annual budgetary processes. Grant opportunities will also be sought by Council Officers through government and non government funding bodies to implement actions requiring additional funding.

The Greater Shepparton Youth Sector Leadership Group may collectively investigate external funding opportunities to develop and expand programs and projects that will ultimately benefit young people within our community.

### **Action Plan (Page 13)**

Addition Made:

The 'youth sector' refers to organisations, agencies and education settings who work with and support young people, listed as acknowledgements in the strategy. The 'youth sector' has been listed as potential partners for many of the projects in the Action Plan, with individual agency partners determined collectively as the actions progress.

[Type text]

**Key Direction 1 (Page 13)**

- Added health and wellbeing as a 'priority issue'

**Key Direction 2 (Page 14)**

- Added Youth Affairs Council of Victoria (YACVic) as a partner

**Key Direction 3 (Page 16)**

- Added the Youth Sector and Local media as a partner

**Key Direction 4 (Page 17)**

- Added Business Centre and Chamber of Commerce as partner

**Amended Timeframes:**

Action	Previous timeframe	New timeframe
Actively promote young people's use of broader community facilities, and attendance at community activities and events.	December 2014	December 2013
Establish a 'Growing Local Democracy' Program to focus on key local issues, increasing diversity in local democracy, active civic participation and women's leadership.	June 2013	July 2014
Partner with organisations to encourage inclusive and accessible consultations and activities for all members of our community	December 2013	December 2014
Encourage traders to extend current opening hours and new restaurants to open in the Mall to create a sense of security by bringing people into the area.	June 2013	December 2014
Liaise with local youth service organisations, education settings and internal Council departments to investigate the delivery of activities for young people in the Maude Street Mall.	December 2012	July 2013
Conduct a feasibility study that would consider budget and risk implications for an organisation to conduct a youth nightclub on a regular basis.	June 2015	June 2013

**Other Alterations Made:**

- Branch names have been updated to reflect changes in Organisational Structure
- Updated and utilised data from the 2011 ABS Census

[Type text]

# GREATER SHEPPARTON YOUTH STRATEGY & ACTION PLAN

## Budget Implications

Budget implications have been considered in the development of the Action Plan with annual projections provided below. It is important that these are considered as indicative costs only.

Any actions requiring additional funding will be reviewed as part of annual budgetary processes. Grant opportunities will also be sought by Council Officers through government and non government funding bodies to implement actions requiring additional funding.

Greater Shepparton City Council has provided in kind support for the development of the Youth Strategy and Action Plan. This in kind support will continue into the future as the strategy is implemented.

The Greater Shepparton Youth Sector Leadership Group may collectively investigate external funding opportunities to develop and expand programs and projects that will ultimately benefit young people within our community.

Budget	Additional Budget	Current Budget	Additional Funds
Community Youth Development Budget		\$30,000	
<b>TOTAL</b>		<b>\$30,000</b>	

Expenditure	Budget Required	Current Budget	Additional Funds
Establishment and support of the Greater Shepparton Youth Sector Leadership Group	\$4,000 Annual	\$4,000	0
Ensuring young people are represented, consulted and considered in Council Strategic documents	\$3,000 Annual	\$3,000	0
Actively promote young people's use of broader community facilities and attendance at community activities and events	\$2,000 Annual	\$2,000	0
Explore future partnership opportunities to develop youth participation and engagement models to enhance youth participation in the community on Council needs.	\$1,000 Annual	\$1,000	0
Establish a 'Growing Local Democracy' Program	\$3,000 Annual	\$3,000	0
Investigate potential opportunities to promote an innovative and contemporary visual display of youth culture within the community through community art	\$25,000 One off project	0	\$25,000
Promote coordinated regional approach for the acknowledgement and celebration of young people in National Youth Week	\$3,000 Annual	\$3,000	0

Develop contemporary and innovative model of experience, employment and entrepreneurship that aim to build the capacity of young people.	\$15,000 One off project	0	\$15,000
Support opportunities for young people to participate in volunteering coordinated by Council.	\$3,000 Annual	\$3,000	0
Investigate alternate models that provide Mall Management support.	\$1000 One off Project	\$1000	0
Deliver the Youth Safety Consultation Report to local businesses within the CBD to highlight the views of young people regarding safety in the Mall.	\$1500 One off project	\$1500	0
Council to incorporate young people's ideas into the current Maude Street Mall design and Vaughan Street redevelopment project.	\$12,000 One off project	\$2000 (consultation activities)	\$10,000
Investigate the feasibility of purchasing a 'Big Screen' as part of the Mall redevelopment plan including investigation of ongoing costs.	Permanent Structure \$100,000 One off project	0	\$100,000
Liaise with local youth service organisations, education settings and internal Council departments to investigate the delivery of activities for young people in the Mall and wider community.			
Youth Nightclub	\$10,000 Annually	0	\$10,000
Entertainment in the Mall	\$10,000 One off project	0	\$10,000



**YOUNG PEOPLE MATTER!**

## Greater Shepparton Youth Strategy & Action Plan – Consultation Plan

**Level of Consultation:** Involve/Collaborate

**Key stakeholders:** Young people, youth service providers, education settings and internal Council departments

**Consultation Period/s:**

- Initial consultation period July 2011 – May 2012
- Formal Consultation (Section 223) June 2012 – July 2012

Date	Consultation Tools	Activity Plan	Stage
27 July 2011	Meeting	Meeting with consultant appointed for youth sector engagement project to discuss scope of the consultations	Initial set up
1 August 2011	Direct Mail / Email	Letter to key stakeholders - 37 youth service organisations. providers regarding the implementation of the youth sector engagement plan	Providing information and feedback
16 August 2011	Meeting	Meeting with Word and Mouth to discuss youth consultation	Preparing Youth Consultation activity
18 August 2011	Meeting	Meeting with Mooroopna Secondary College regarding youth consultation	Preparing youth consultation activity
19 August	Meeting	Meeting with Mooroopna Secondary students regarding facilitation for youth consultation	Preparing youth consultation activity
22 August 2011	Meeting	Meet with Word and Mouth Youth Committee to brief for facilitation for youth consultation	Preparing Youth consultation activity
23 August 2011	Forum	Workshops with young people regarding potential initiatives to be included within the strategy and action plan	Providing information and seeking feedback
6 September 2011	Email / Letter	Update on progress of the youth sector consultation	Providing information

Date	Consultation Tools	Activity Plan	Stage
		and to advise date for second forum	
September 2011	Survey	Survey distributed to youth sector regarding initial thoughts on the role of Council within the youth space as an alternative for the one to one consultations directed at key strategic organisations	Providing information and seeking feedback
12 September 2011	Meeting	Word and Mouth Committee presentation preparation for youth sector forum	Preparation
14 September 2011	Forum	Initial Youth Sector Forum	Providing Information Seeking feedback
28 September 2011	Meeting	Meeting with appointed consultant to prepare agenda for second youth forum	Preparation for upcoming youth forum
3 October 2011	Email	Email to sector leaders reminding them about participation at the second youth forum	Providing Information
11 October 2011	Forum	Second Youth Sector Forum Identifying key directions for the strategy and prioritisation of potential initiatives	Providing Information and seeking feedback
12 October 2011	Presentation	Briefing to Internal Responsibility Managers regarding key directions as identified by youth sector and young people and request for internal consultations regarding implementation of initiatives identified	Providing Information and seeking feedback
20 October	Email	To Responsibility Managers regarding setting up appointments for internal consultations	Providing information
24 October 2011	Meeting	Meeting with A/ General Manager & A/ CEO regarding strategy	

Date	Consultation Tools	Activity Plan	Stage
25 October	Meeting	Internal Stakeholder Shepparton Art Museum	Providing information and inviting feedback
26 October 2011	Meeting	External Stakeholder Word and Mouth regarding initiatives in Action Plan associated with their organisation	Providing information and inviting feedback
26 October 2011	Meeting	Internal Stakeholder Human Resources	Providing information and inviting feedback
27 October 2011	Meeting	Internal Stakeholder Communications	Meeting cancelled due to time constraints
28 October 2011	Meeting	Internal Stakeholder IT	Providing information and inviting feedback
28 October 2011	Meeting	Internal Stakeholder Rates & Customer Service	Providing information and inviting feedback
31 October 2011	Email	Internal Stakeholder Planning	Providing information and inviting feedback
31 October 2011	Meeting	Internal Stakeholder Business Centre	Providing information and inviting feedback
31 October 2011	Phone call	Internal Stakeholder Goulburn Valley Regional Library Corporation	Providing information and inviting feedback
2 November 2011	Meeting	Internal Stakeholder Communications	Providing Information and inviting feedback
4 November 2011	Meeting	External Stakeholder Mental Illness Fellowship	Providing information and inviting feedback
9 November 2011	Meeting	ELT Meeting to present Draft Strategy and Action Plan	Providing information and inviting feedback
April 2012	N/A	Council agenda report submission for June 2012 Council Meeting	
27 April 2012	Email	External Stakeholders updated regarding progress of Youth Strategy and Action Plan and provided with Final Report from the consultant.	Providing information
9 May 2012	Meeting	Discussion at the Network of Youth Services (NOYS) meeting regarding strategy updates	Providing information
14 May 2012	Meeting	Internal Stakeholder Economic Development	Providing information and inviting feedback
May 2012	Close of pre-	Council briefing on draft	End pre-consultation



Date	Consultation Tools	Activity Plan	Stage
	consultation feedback	report for the Strategy and Action Plan	period
20 June 2012	Council meeting	Recommendation to Council to consider approval of the draft Strategy and Action Plan to consult	Statutory process commences on the Friday following
<b>Formal Consultation Section 223</b>			
2 May 2012	ELT Briefing	Draft provided to ELT 25 April	
22 May 2012	Councillor Briefing		
28 May 2012	ELT Agenda Review		
20 June 2012	Council Approval to Consult		
<b>Community Consultation - Draft</b>			
22 June 2012	Public Notice	Shepparton News	Beginning of consultation
22 June 2012	Website	Front page of Council website	Beginning of Consultation to end of consultation
22 June 2012	Media Release	All Local media – public notice inviting submissions	Beginning of consultation
22 June 2012	Direct Email	Draft copy emailed to key stakeholders	Beginning of Consultation
22 June 2012	Direct Email	Draft copy to be posted to education settings (before the school holidays commence from 29 June 2012)	Beginning of Consultation
22 June 2012	Display	Foyer Display	Duration of consultation
<b>NB – 2 July to 13 July 2012 is School Holidays</b>			
6 July 2012	Feedback display	Discussion with young people in the Maude Street Mall (during school holidays)	During consultation
11 July 2012	Feedback display	Discussion with young people at the Shepparton Skatepark	During consultation
13 July 2012	Feedback display	Discussion with Word and Mouth Voltage Committee.	During consultation
17 July 2012	Feedback display	Discussion with young people attending Aquamoves	During consultation
17 July 2012	Survey	Survey Monkey asking young people to prioritise	One week

Date	Consultation Tools	Activity Plan	Stage
		proposed actions	
18 July 2012	Feedback display	With young people attending RiverConnect	During consultation
19 July 2012	Feedback display	Young people attending MCP (McAuley Champagnat Program)	During consultation
19 July 2012	Forum	Youth Sector Feedback Forum	During consultation
20 July 2012	Feedback display	Young people attending RiverConnect	During consultation
20 July 2012	Feedback display	Notre Dame Year 8 students	During consultations
23 July 2012	Feedback Display	Uniting Care Cutting Edge Diversity Group	During consultations
23 July 2012	Phone Call and Email	Contacted Chamber of Commerce regarding possible partnerships in the future	During consultations
23 July 2012	Submission period closes	Any submissions received to be considered and heard if requested	Close
20 August 2012	ET Briefing		
28 August 2012	Councillor Briefing		
18 September 2012	Council Adoption		

## FORM 2

## FORM 2

Regulation 6

## REPORT OF GENERAL VALUATION

## Valuation summary

Area	Date valuation was returned to rating authority— <b>26 June 2012</b>	Date of previous valuation returned to rating authority— <b>19 May 2010</b>	Name of Rating Authority— <b>Greater Shepparton City Council</b>	Basis of rating— <b>CIV</b>		
	Level of value date— <b>1 January 2012</b>	Level of value date of previous valuation— <b>1 January 2010</b>				
	Residential	Commercial	Industrial	Rural	Other excluding Non Rateable	Total
Number of assessments with buildings	<b>890</b>	<b>227</b>	<b>102</b>	<b>227</b>	<b>2</b>	<b>1,448</b>
Number of assessments without buildings	<b>19,813</b>	<b>1,946</b>	<b>623</b>	<b>4,860</b>	<b>497</b>	<b>27,739</b>
Total Net Annual Value	<b>\$256,166,430</b>	<b>\$72,362,535</b>	<b>\$25,387,988</b>	<b>\$95,936,755</b>	<b>\$29,133,510</b>	<b>\$478,987,218</b>
Total Site Value	<b>\$2,054,316,900</b>	<b>\$494,635,634</b>	<b>\$184,493,000</b>	<b>\$1,098,848,400</b>	<b>\$44,787,100</b>	<b>\$3,877,081,034</b>
Total Capital Improved Value	<b>\$5,123,328,600</b>	<b>\$962,769,816</b>	<b>\$338,204,000</b>	<b>\$1,918,735,100</b>	<b>\$309,064,500</b>	<b>\$8,652,102,016</b>

## Summary of previous valuation details as amended to the end of the rating year immediately preceding the current valuation

	Residential	Commercial	Industrial	Rural	Other excluding Non Rateable	Total
Number of assessments with buildings	<b>890</b>	<b>227</b>	<b>102</b>	<b>227</b>	<b>2</b>	<b>1,448</b>
Number of assessments without buildings	<b>19,813</b>	<b>1,946</b>	<b>623</b>	<b>4,860</b>	<b>497</b>	<b>27,739</b>
Total Net Annual Value	<b>\$249,680,330</b>	<b>\$69,454,158</b>	<b>\$23,113,592</b>	<b>\$94,317,785</b>	<b>\$28,996,187</b>	<b>\$465,562,052</b>
Total Site Value	<b>\$1,923,648,100</b>	<b>\$469,220,000</b>	<b>\$171,866,000</b>	<b>\$1,086,291,600</b>	<b>\$48,772,300</b>	<b>\$3,699,798,000</b>
Total Capital Improved Value	<b>\$4,987,475,600</b>	<b>\$964,764,400</b>	<b>\$337,255,000</b>	<b>\$1,886,355,700</b>	<b>\$314,247,000</b>	<b>\$8,490,097,700</b>

## General Comments

1. List and comment on the percentage change between this and the previous revaluation for each of the following land classifications:
  - (a) residential – Increase CIV 2.72%, Increase in SV 6.79%. Like the 2010 Revaluation the residential market has remained quite flat with minimal change in the Capital Improved Value.
  - (b) commercial - Decrease CIV 0.21%, Increase in SV 5.42%. Following two revaluations of strong growth 15.1% (2008) and 4.47% (2010) the commercial properties have seen a downturn in value for the 2012 revaluation. This can be attributed to the high number of vacant shops, pressure on commercial rental levels and softening capitalisation rates.
  - (c) industrial - Increase CIV 0.28%, Increase in SV 7.35%. Like the commercial, following two revaluations of strong growth, 26.6% (2008) and 19.37% (2010) the industrial market has been stagnant/soft for the 2012 revaluation.
  - (d) rural - Increase CIV 1.72%, Increase in SV 1.16%. Following a 3.8% increase in CIV in the 2010 Revaluation the rural properties have again had a small increase in value.
2. Specify the impact of any amendments to planning schemes, local laws, etc. on the valuation and on the sales of property in years relevant to valuation.

We have updated the zoning to reflect the current planning scheme.

3. Comment on development in the area of the rating authority, recent trends, geographical, social and other factors influencing general levels of valuation of properties in the area of the rating authority.

The Greater Shepparton City Council is one of Victoria's major regional centres and is the capital of the nation's foodbowl being the Goulburn and Murray Valley's. The City is also a major national transport hub. The last decade has seen strong growth in the Region including economic, demographic and property market indicators. This has been despite a record drought in an area that relies heavily on irrigated agriculture.

A positive consequence of the recent widespread rainfall is the likelihood of increased irrigation allocations. With all of Goulburn Murray's storages at their highest levels in the last decade, there is every expectation that both the Goulburn and Murray irrigation districts will receive 100% of their water allocation. This added security should ensure an increase in confidence for all agriculture sectors with a flow on effect to the support sectors. However, recent flooding (March 2012) has affected a number of towns and farming properties north of Shepparton. Towns worst effected were Tallygaroopna & Congupna. We currently have no sale evidence however assume that values will be affected in some way in the near future. Because of the level contour of the land there will be water lying over properties for some time to come that will affect farming production.

An investigation into the vacancy rate within the Shepparton CBD and B1Z properties was undertaken during the 2012 revaluation with inspections revealing a high number of vacant shops, which at 2010 were occupied. It also revealed a number of properties which have remained vacant for at least 2 years. These vacant shops are located in the previously tightly held High Street and Maude Street Mall locations. The Harris Scarfe Complex also has 3 vacant retail stores which were occupied at 2010 and are struggling to find tenants despite being in a well located, central position within the Mall and CBD.

Due to the high number of vacant stores available for lease in Shepparton, downward pressure both anecdotally and actually, has been placed on commercial rental levels and capitalisation rates in turn have softened.

In the current market it is considered that if placed on the market most industrial and commercial properties would achieve a sale if the vendor is prepared to meet the market but in this current environment vendors are reluctant to offer their properties unless they are under financial or other pressure / need to do so.



Signed:

Name and Title: Marcus L. Hann, AAPI  
Certified Practising Valuer

Date: 26<sup>th</sup> June 2012



## **Certificate of Valuation and Return 2012 General Revaluation**

### **Greater Shepparton City Council**

26 June 2012

Marcus L Hann, of LG Valuation Services Pty Ltd, contract valuers to the Greater Shepparton City Council, declares that the valuation returned to Council on the 26 June 2012 as outlined below, comprising all properties under the contract, identified by Council Property Numbers 1 to 32029 (total number of assessments = 30,319), is the final and complete valuation for the Greater Shepparton City Council as at the level of value date 01 January 2012.

#### **YEAR 2012 GENERAL VALUATION**

<b>Prescribed Date</b>	<b>Site Value</b>	<b>Capital Improved Value</b>	<b>Net Annual Value</b>
Rateable	\$3,877,081,034	\$8,652,102,016	\$478,987,218
Non-rateable	\$226,168,406	\$727,887,265	\$47,336,668
01 January 2012	\$4,103,249,440	\$9,379,989,281	\$526,323,886

#### **PREVIOUS VALUATION DETAILS**

(as amended to the end of the rating year immediately preceding)

<b>Prescribed Date</b>	<b>Site Value</b>	<b>Capital Improved Value</b>	<b>Net Annual Value</b>
Rateable	\$3,699,798,000	\$8,490,097,700	\$465,562,052
Non-rateable	\$217,049,500	\$653,051,300	\$42,110,931
01 January 2010	\$3,916,847,500	\$9,143,149,000	\$507,672,983

Marcus L Hann, AAPI  
Certified Practising Valuer  
26 June 2012



## Department of Sustainability and Environment

**Valuer-General Reference: VA/02/3110**

13 August 2012

Mr Gavin Cator  
Chief Executive Officer  
Greater Shepparton City Council  
Locked Bag 1000  
Shepparton VIC 3630

Valuer-General Victoria  
Level 15, 570 Bourke Street  
Melbourne Victoria 3000  
PO Box 500  
East Melbourne Victoria 8002  
Telephone: (03) 8636 2515  
Facsimile: (03) 8636 2596  
ABN 90 719 052 204  
DX 250639

Dear Mr Cator,

### **Re: 2012 General Valuation – Certification made to the Minister**

Auditing throughout the valuation cycle has shown that the valuation for all rateable property has been made in accordance with the Valuation Best Practice standards as set out in the VBP 2012 Specifications Guidelines. Final certification had been based on the valuation figures provided for Stage 5 of these Guidelines.

In accordance with Section 7AC of the Valuation of Land Act 1960 (the Act), I certify the General Valuation to be generally true and correct.

I will be reporting to the Minister for Environment & Climate Change that the 2012 General Valuation of your municipality is generally true and correct with respect to each of the bases of value.

Once the Minister has made his declaration that the valuation is suitable to be adopted and used for the period allowed by Section 11 of Part 2 of the Act, a copy will be forwarded to your municipality.

Whilst the General Valuation is considered generally true and correct, there is still a number of data issues to be rectified to satisfy the State Revenue Office (SRO). This office will continue to liaise with you to ensure that the data provided to the SRO is in accordance with your memorandum of understanding.

Should you have any questions, please contact Terry Maguire on 8636 2571.

Yours faithfully

**ROBERT MARSH**  
Valuer-General

# GREATER SHEPPARTON CITY COUNCIL

## Addendum to Financial Report

### Finance Manager's Overview

The August 2012 Financial Report provides a comprehensive summary of the budget compared to actual financial position. From an operating perspective Council is tracking within an acceptable margin of the budget for the second month of the financial year. Revenue is currently ahead of budget by \$0.70m and expenditure is behind budget by \$1.12m, resulting in a favourable overall operating year-to-date budget position of \$1.79m.

The forecast position for end of year reflects an increase in income of \$0.44m and an increase in expenditure of \$0.76m resulting in an overall unfavourable forecast which is \$0.32m against budget.

Capital revenue is tracking behind budget by \$0.54m, and a forecasted increase of \$0.13m in capital revenue when compared to the adopted budget. Capital expenditure is tracking \$0.39m under budget, with works to the value of \$0.97m out of a total budget of \$31.37m having been completed in the first two months on 2012/2013. Traditionally, capital works projects are within their planning stages in the first quarter of the new financial year, this explains the small percentage of the capital works budget spent.

Investments are tracking as expected, with \$27.88m invested. The average interest rate is 4.98%, which is above the 90 day bank bill cash rate of 3.63%. Council has a diverse investment portfolio, which includes local banking institutions. Council actively manages investments to maximise returns within Council's Investment Policy guidelines. Council expects the continued reductions in the official cash rate and will continue to produce a reduction in the interest earned by council investments.

Sundry Debtors are reporting lower when compared for the same period in 2011/2012 due to a large number of current invoices being paid on time. Sundry Debtors are within acceptable limits and are being actively managed. The most significant debtor invoice is for \$480k, which is payable by the Department of Treasury and Finance for the National Disaster Relief Funding, in particular the works undertaken by Council in the first half of 2012.

Further details and explanations are contained in the financial report.





# FINANCIAL STATEMENTS

2012-2013 FINANCIAL YEAR TO DATE AS AT

31 August 2012



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Greater Shepparton City Council  
**Income Statement**  
for period ending August 2012

Page 1

	2012/2013 Adopted Budget	2012/2013 Forecast	2012/2013 YTD Budget	2012/2013 YTD Actual	2012/2013 YTD Variance (Fav)/Unfav	2012/2013 YTD Variance (Fav)/Unfav	Note
	\$	\$	\$	\$	\$	%	
<b>Revenue</b>							
Rates and Charges	56,410,956	56,410,956	56,410,956	56,833,735	(422,779)	(0.7%)	1
Operating Grants and Contributions	15,908,695	16,175,507	1,949,115	2,604,952	(655,837)	(33.6%)	2
Capital Grants and Contributions	8,473,700	8,605,338	775,732	240,068	535,664	69.1%	3
Interest	1,648,059	1,648,059	161,676	41,022	120,654	74.6%	4
User Charges	14,297,803	14,416,275	2,409,085	2,547,420	(138,335)	(5.7%)	5
Statutory Fees	2,444,736	2,365,283	277,172	338,918	(61,746)	(22.3%)	
Proceeds from Sale of Assets	346,000	346,000	0	70,738	(70,738)	(100.0%)	
Other	533,207	533,207	79,722	243,627	(163,905)	(205.6%)	6
Parking Fees and Fines	1,983,695	1,983,695	330,526	279,544	50,982	15.4%	
Rent	591,451	589,451	120,292	(16,681)	136,973	113.9%	7
<b>Total Revenue</b>	<b>102,638,302</b>	<b>103,073,771</b>	<b>62,514,276</b>	<b>63,183,343</b>	<b>(669,067)</b>	<b>(1.1%)</b>	
<b>Expenses</b>							
Employee Benefits	38,100,587	38,483,939	6,510,978	6,206,959	(304,019)	(4.7%)	8
Materials and Consumables	26,623,515	27,102,770	5,270,714	4,868,440	(402,274)	(7.6%)	9
External Contracts	10,060,458	9,956,942	1,799,266	1,384,444	(414,822)	(23.1%)	10
Utilities	2,706,526	2,706,886	439,291	465,703	26,412	6.0%	
Borrowing Costs	1,330,247	1,330,247	0	30,971	30,971	100.0%	
Depreciation and Amortisation	17,649,000	17,646,000	2,946,484	2,941,494	(4,990)	(0.2%)	
Written Down Value of Assets Sold	357,800	357,800	48,980	0	(48,980)	(100.0%)	
<b>Total Expenses</b>	<b>96,828,133</b>	<b>97,584,584</b>	<b>17,015,713</b>	<b>15,898,011</b>	<b>(1,117,702)</b>	<b>(6.6%)</b>	
<b>Surplus/(Deficit) for the period</b>	<b>5,810,169</b>	<b>5,489,187</b>	<b>45,498,563</b>	<b>47,285,332</b>	<b>(1,786,769)</b>	<b>(3.9%)</b>	

31 August 2012

**Summary**

As at 31 August 2012, Greater Shepparton City Council reports an operating surplus of \$47.29m, which is \$1.79m higher than expected. This surplus comprises of \$63.18m and expenditure of \$15.90m. The end-of-year forecast estimates that the operating surplus will be \$5.49m, \$0.31m less than the Adopted Budget.

Capital expenditure totalling \$0.97m has been recorded to 31 August 2012. This equates to a total of 3% of the total capital expenditure budget with 16% of the year passed. The end-of-year forecast for capital expenditure indicates that \$31.46m is required for works, which is \$0.09m more than the Adopted Budget of \$31.37m.

**Income Statement**

Operating revenue of \$63.18m is \$0.67m ahead of budget, while operating expenses of \$15.90m are \$1.12m behind budget. The end-of-year forecast estimates a increase of \$0.43m in revenue expected to be received, while expenditure is forecast to be over budget by \$0.76m.

- 1 Rates and Charges revenue raised is reported as \$0.42m ahead of budget. This is as a direct result of additional income received from supplementary valuations, however has not yet reflected any objection changes.
- 2 Operating grants and contributions are reporting to be ahead of budget by \$0.66m. \$0.60m of the additional income received relates to unbudgeted grants received for the flood events in early 2012, including \$480k to offset unbudgeted costs incurred during 2011/2012 for the February flood event. The remaining \$0.06m is made up of smaller grants received, but not budgeted for.
- 3 Capital grants and contributions report as \$0.54m behind budget. The variances relates to:
  - Gifted assets from developers are reporting to be \$0.50m behind budget. This is a non-cash item and relies on developers completing works
  - Shepparton Netball Courts have not yet received \$0.16m in grant revenue, which was expected later in the year.
- 4 Interest revenue is currently tracking \$0.12m behind budget. This is due to a lower than expected interest rate received on investments than expected.
- 5 User fees and charges revenue is reported as \$0.14 ahead of budget. This is primarily due to the lease income paid earlier than expected of \$0.29m. This is offset by Cosgrove user fees which are currently tracking \$0.15m behind budget.
- 6 Other revenue is tracking \$0.16m ahead of budget. This variance comprises of several smaller variances, including the following:
  - \$0.03m received by Council to complete the Hume Region Workforce Plan Project
  - \$0.02m relating to ASPC and Work for the Dole revenue being received earlier than expected.
- 7 Rent income is currently tracking unfavourably by \$0.14m. This minor variance is made up of several smaller variances which do not effect the overall financial position of the statements.
- 8 Employee Benefits reports a \$0.30m favourable variance. This variance includes:
  - \$0.16m for a payments relating to in Workcover premiums, which are due to be paid later in the year, this is a timing variance only
  - \$0.14m underspend in general salaries, due to staff vacancies.
- 9 Materials and consumables are currently reporting a \$0.40m favourable variance. Majority of this variance relates to Cosgrove Operations which is showing a \$0.31m underspend which is partly due the EPA levy which has not yet been paid.
- 10 External contracts are also showing an underspend of \$0.41m. This variance is in direct relation to contract payments for waste collection and disposal, as the invoice has not yet been received.

Greater Shepparton City Council

# Balance Sheet

for period ending August 2012

	2012/2013 Adopted Budget \$	June 2012 \$	August 2013 \$
<b>Current Assets</b>			
Cash	1,000,000	2,685,120	807,909
Receivables	6,000,000	4,803,422	60,114,988
Investments	22,625,884	34,163,064	27,881,179
Other	500,000	78,968	88,497
Non Current Assets Held for Resale	-	-	-
<b>Total Current Assets</b>	<b>30,125,884</b>	<b>41,730,573</b>	<b>88,892,574</b>
<b>Non Current Assets</b>			
Receivables	-	0	0
Infrastructure	667,662,472	649,795,745	647,821,169
Other	1,371,049	1,157,661	1,157,661
<b>Total Non Current Assets</b>	<b>669,033,521</b>	<b>650,953,406</b>	<b>648,978,830</b>
<b>Total Assets</b>	<b>699,159,405</b>	<b>692,683,980</b>	<b>737,871,405</b>
<b>Current Liabilities</b>			
Payables	8,236,305	5,312,639	3,589,254
Interest Bearing Liabilities	100,000	389,095	389,095
Trust Funds	2,000,000	2,123,054	2,161,177
Employee Benefits	7,900,000	13,771,581	13,664,201
Other	220,000	242,851	1,793
<b>Total Current Liabilities</b>	<b>18,456,305</b>	<b>21,839,220</b>	<b>19,805,519</b>
<b>Non Current Liabilities</b>			
Payables	200,000	166,602	166,602
Employee Benefits	800,000	907,758	907,758
Interest Bearing Liabilities	15,238,000	15,224,794	15,160,589
<b>Total Non Current Liabilities</b>	<b>16,238,000</b>	<b>16,299,154</b>	<b>16,234,949</b>
<b>Total Liabilities</b>	<b>34,694,305</b>	<b>38,138,374</b>	<b>36,040,469</b>
<b>Net Assets</b>	<b>664,465,100</b>	<b>654,545,605</b>	<b>701,830,936</b>
<b>Represented By</b>			
Accumulated Surplus	304,224,194	294,569,818	341,855,150
Reserves	360,120,906	359,975,787	359,975,787
<b>Total Equity</b>	<b>664,345,100</b>	<b>654,545,605</b>	<b>701,830,936</b>

# Financial Narrative

## 31 August 2012

### Balance Sheet

1 Accumulated surplus has increased by \$47.29m, as a direct result of the 2012/2013 operations.

### Investments

Investments have decreased by \$6.45m since July, from \$36.78m to \$26.33m. This is due to the call of funds for the months payments. The average interest rate on investments is 4.98%. While the average rate is still showing at a reasonable level, recent investments are not attracting this level of return.

### Capital

Capital revenue of \$0.31m is behind budget by \$0.46m, while capital expenditure of \$0.97m is \$0.39m behind budget. There are a number of individual items which explain these variances with further details provided on page 8 of this report.



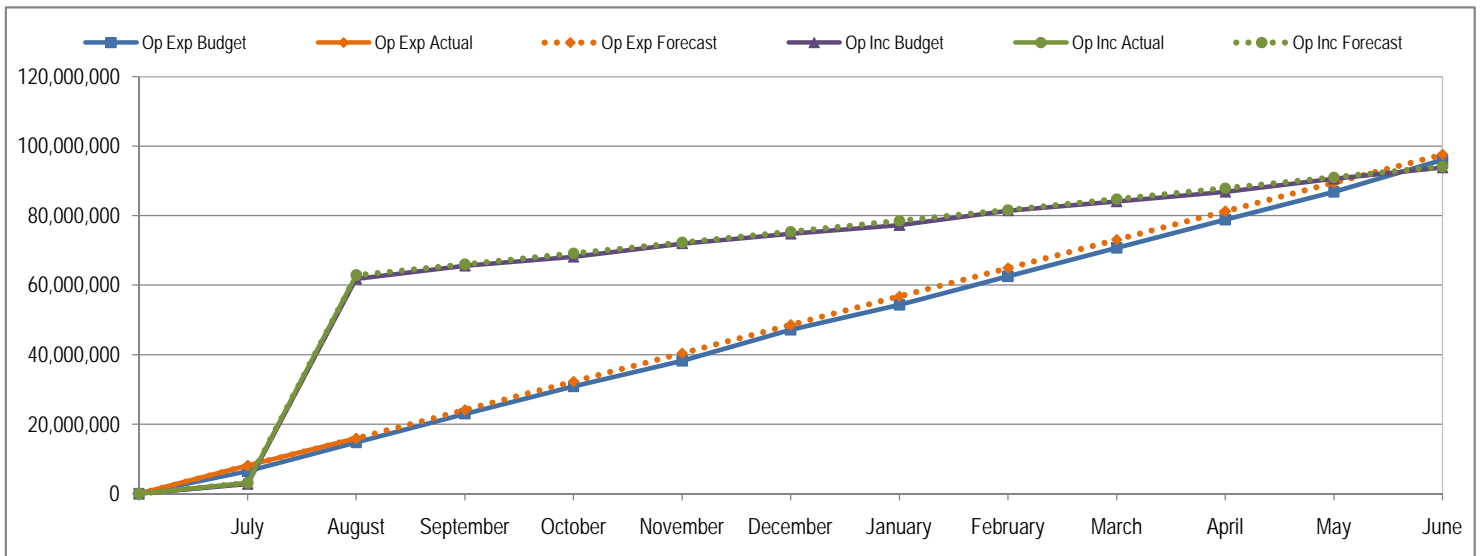
# Cash Flow Statement

## for period ending August 2012

	2012/13 Adopted Budget \$	2012/13 Actual  August 2012 \$
<b><i>Cash flows from operating activities</i></b>		
Receipts from customers	71,070,602	4,640,943
Payments to suppliers	(77,491,333)	(14,709,013)
Net cash inflow(outflow) from customers(suppliers)	(6,420,731)	(10,068,070)
Interest received	1,598,755	41,022
Government receipts	26,625,000	2,845,020
Other	(1,330,000)	(16,681)
<b>Net cash inflow(outflow) from operating activities</b>	<b>20,473,024</b>	<b>(7,198,710)</b>
<b><i>Cash flows from investing activities</i></b>		
Property, plant & equipment, infrastructure - receipts	345,000	70,738
Property, plant & equipment, infrastructure - payments	(31,372,472)	(966,918)
Other	-	-
<b>Net cash inflow(outflow) from investing activities</b>	<b>(31,027,472)</b>	<b>(896,180)</b>
<b><i>Cash flows from financing activities</i></b>		
Proceeds from interest bearing loans and borrowings	-	-
Repayment of interest-bearing loans and borrowings	(362,000)	(64,205)
Other	-	-
<b>Net cash inflow(outflow) from financing activities</b>	<b>(362,000)</b>	<b>(64,205)</b>
<b>Net increase(decrease) in cash and equivalents</b>	<b>(10,916,448)</b>	<b>(8,159,094)</b>
Cash and equivalents at the beginning of the year	34,542,448	36,848,184
<b>Cash and equivalents at the end of the year</b>	<b>23,626,000</b>	<b>28,689,089</b>

## Operating Budget vs Actual

2012/2013 Financial Year to period ending August 2012



## Expenditure

Strategic Objective	2012/2013 E.O.Y. Forecast	2012/2013 Adopted Budget	2012/2013 YTD Budget	2012/2013 YTD Actuals	2012/2013 YTD Variance (Fav.)/Unfav.		
					Variance \$	Variance %	Note
Community Life	35,036,448	34,466,279	5,840,759	5,396,737	(444,022)	(7.6%)	1
Council Organisation and Management	15,296,962	15,116,662	3,068,591	3,302,052	233,461	7.6%	2
Economic Development	6,439,771	6,437,658	1,167,362	850,814	(316,548)	(27.1%)	3
Environment	12,024,633	12,061,183	2,053,310	1,693,918	(359,392)	(17.5%)	4
Infrastructure	22,340,293	22,336,974	3,883,260	3,675,317	(207,943)	(5.4%)	5
Settlement and Housing	6,446,477	6,409,377	1,002,431	979,173	(23,258)		
<b>Grand Total</b>	<b>97,584,584</b>	<b>96,828,133</b>	<b>17,015,713</b>	<b>15,898,011</b>	<b>(1,117,702)</b>	<b>(6.6%)</b>	

## Income

Strategic Objective	2012/2013 E.O.Y. Forecast	2012/2013 Adopted Budget	2012/2013 YTD Budget	2012/2013 YTD Actuals	2012/2013 YTD Variance (Fav.)/Unfav.		
					Variance \$	Variance %	Note
Community Life	17,501,124	17,335,750	2,864,745	3,625,140	(760,395)	(26.5%)	6
Council Organisation and Management	57,301,956	57,222,456	49,797,797	50,204,337	(406,540)	(0.8%)	7
Economic Development	2,797,323	2,806,323	557,746	596,537	(38,791)	(7.0%)	
Environment	12,300,676	12,333,676	7,941,595	7,748,834	192,761	2.4%	8
Infrastructure	2,495,594	2,407,637	363,730	368,078	(4,348)	(1.2%)	
Settlement and Housing	1,725,760	1,712,760	212,931	329,610	(116,679)	(54.8%)	9
<b>Grand Total</b>	<b>94,122,433</b>	<b>93,818,602</b>	<b>61,738,544</b>	<b>62,872,537</b>	<b>(1,133,993)</b>	<b>(1.8%)</b>	

# Greater Shepparton City Council

## Budget vs. Actual Notes

### 31 August 2012

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#### OPERATING

##### Expenditure

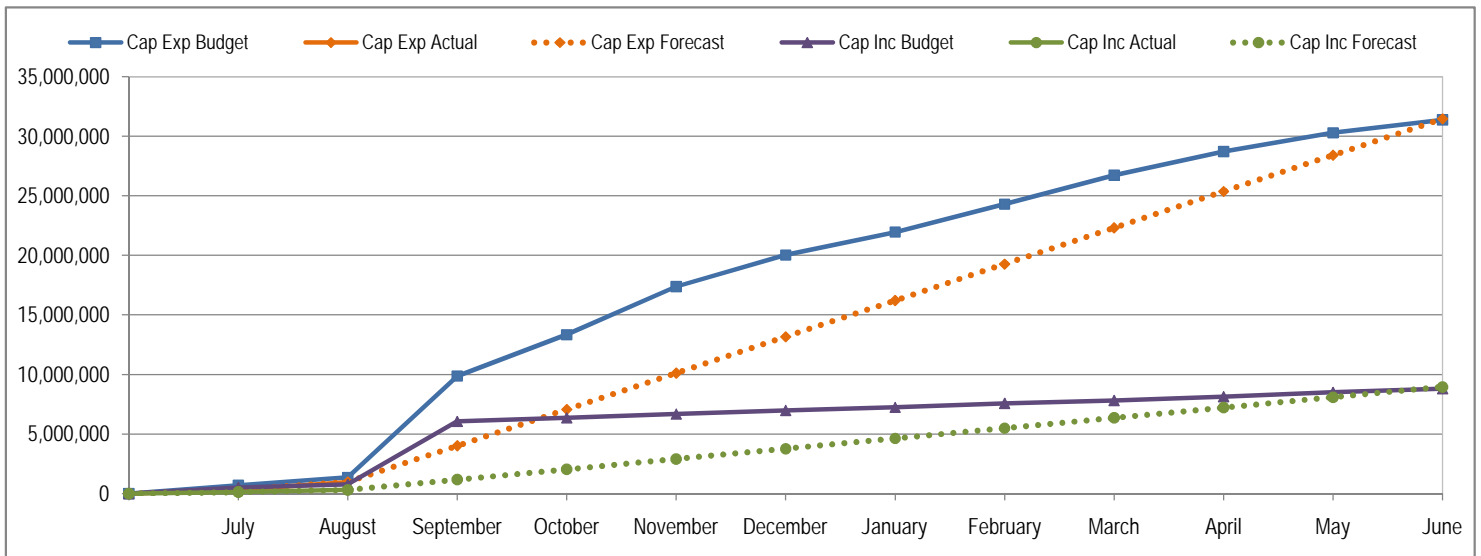
- 1 Community Life reports an operating underspend of \$0.44m. This current underspend relates largely to an underspend on Library operation \$0.34m and number of much smaller variances across the Community Life which are not of concern at the early stage.
- 2 Council Organisation and Management is reporting a \$0.23m overspend. The majority of this variance relates to the timing of WorkCover Premium payments \$0.16m, which has not occurred at this stage.
- 3 Economic Development is reporting a \$0.32m underspend. As well as a number of smaller variances, larger variances include:
  - A \$0.04m reduction in Shepparton Show Me advertising
  - \$0.04m underspend in CBD Strategy consultant, as the strategy is still in its planning stages
  - Due to staff vacancies there is also a \$0.02m underspend in this area.
- 4 Environment reports a underspend of \$0.36m. Variances include:
  - General expenditure at Cosgrove shows an underspend of \$0.12m due to an EPA levy which was expected to be received in August
  - A \$0.04m underspend in Flood Mitigation Studies as the project has started but in its early stages
  - A number of smaller variances which do not effect the overall financial statements.
- 5 Infrastructure shows an underspend of \$0.21m. Majority of this variance relates to grading of unsealed roads, which is expected to be on target during September.

##### Income

- 6 Community Life reports a \$0.76m favourable variance. The majority of the variance is related to unbudgeted flood recovery income of \$0.60m.
- 7 Council Organisation and Management is currently reporting a favourable income position by \$0.41m. This is as a direct result of additional income received from supplementary valuations.
- 8 Environment is also is reporting an unfavourable income position by \$0.20m. \$0.13m was originally budgeted for Weed Control grant, but the application was unsuccessful.
- 9 Settlement and Housing are currently reporting a \$0.12m favourable variance. Variances include:
  - \$0.04m directly relates to a grant received from the Department of Transport which was not budgeted for.
  - \$0.02m of contributions where received which had not been budgeted for.
  - A number of smaller variances which do not effect this report.

## Capital Budget vs Actual

2012/2013 Financial Year to period ending August 2012



## Expenditure

Strategic Objective	2012/2013 E.O.Y. Forecast	2012/2013 Adopted Budget	2012/2013 YTD Budget	2012/2013 YTD Actuals	2012/2013 YTD Variance (Fav.)/Unfav.		
					Variance \$	Variance %	Note
Community Life	4,743,874	4,743,990	370,617	283,989	(86,628)	(23.4%)	1
Council Organisation and Management	792,850	792,850	63,000	69,626	6,626	10.5%	
Economic Development	2,507,060	2,478,960	56,000	98,145	42,145	75.3%	2
Environment	3,537,604	3,839,000	169,810	164,440	(5,370)	(3.2%)	
Infrastructure	17,749,682	17,389,006	697,646	350,294	(347,352)	(49.8%)	3
Settlement and Housing	2,128,666	2,128,666	1,000	3,354	2,354	235.4%	
<b>Grand Total</b>	<b>31,459,736</b>	<b>31,372,472</b>	<b>1,358,073</b>	<b>969,848</b>	<b>(388,225)</b>	<b>(28.6%)</b>	

## Income

Strategic Objective	2012/2013 E.O.Y. Forecast	2012/2013 Adopted Budget	2012/2013 YTD Budget	2012/2013 YTD Actuals	2012/2013 YTD Variance (Fav.)/Unfav.		
					Variance \$	Variance %	Note
Community Life	171,600	171,600	43,000	1,500	41,500	96.5%	4
Council Organisation and Management	0	0	0	0	0	0.0%	
Economic Development	224,100	224,100	3,332	87,848	(84,516)	(2536.5%)	5
Environment	52,000	52,000	52,000	44,629	7,371	14.2%	
Infrastructure	3,393,438	3,261,800	177,600	179,759	(2,159)	(1.2%)	
Settlement and Housing	5,110,200	5,110,200	499,800	0	499,800	100.0%	6
<b>Grand Total</b>	<b>8,951,338</b>	<b>8,819,700</b>	<b>775,732</b>	<b>313,736</b>	<b>461,996</b>	<b>59.6%</b>	

**Greater Shepparton City Council**  
**Budget vs Actual Notes**  
**31 August 2012**

Page 9

**CAPITAL**

**Expenditure**

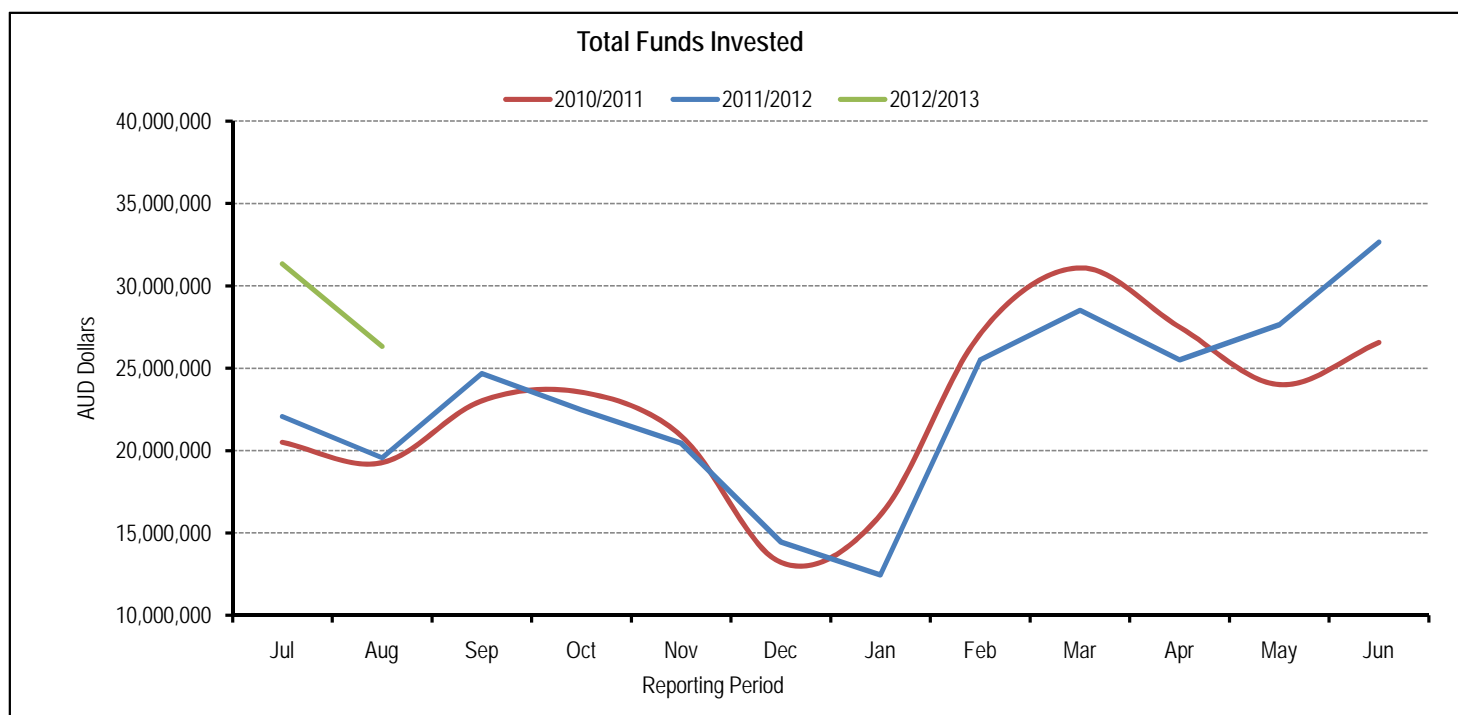
- 1 Community Life is reporting an underspend of \$0.09m. The two major variances relate to Art work acquisitions which is currently \$0.05m behind budget and the Central Park Recreation Reserve Oval which is \$0.01m behind budget. These projects are both due partly completed and due to be completed throughout the year.
- 2 Economic Development is showing a \$0.04m overspend at the end of August. \$0.02m relates to land purchases which have occurred earlier than expected and an additional \$0.02m which is reflective of work on the Shepparton Showgrounds Re-development which is occurring earlier than expected.
- 3 Infrastructure are reporting a \$0.35m favourable expenditure variance. Roads for renewal \$0.20m and Building Renewals \$0.14m are tracing behind there expected position. Both of these programs are expected to be completed throughout the financial year.

**Income**

- 4 Community Life currently report an unfavourable variance of \$0.04m. \$0.03m is as a direct result Art Work sales occurring later than expected.
- 5 Economic Development is currently showing favourable income of \$0.08m. This variance relates to unbudgeted revenue from road developments.
- 6 Settlement and Housing is reporting an unfavourable income position of \$0.50m. This directly relates to Developer Contributions not yet received. These contributions are due to fall in line with the budget throughout the year.

## Investments Summary

2012/2013 Financial Year to Date at 31 August 2012

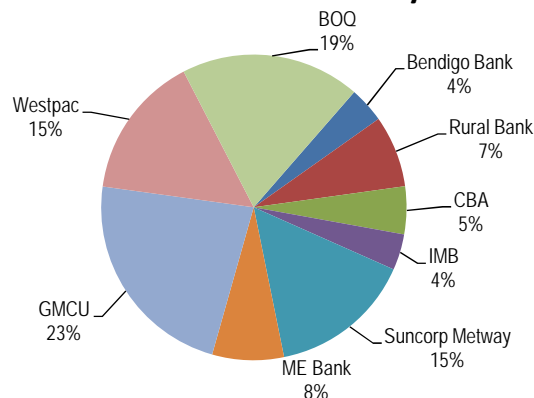


GREATER SHEPPARTON CITY COUNCIL INVESTMENT REGISTER AT 31 AUGUST 2012			
Investment Body	Rate	Maturity Date	Investment Amount
Bendigo Bank	5.0000%	9/10/2012	1,000,000
Rural Bank	5.3500%	27/11/2012	2,000,000
CBA	3.4000%	AT CALL	1,453,862
CBA	4.5500%	10/10/2012	556,327
CBA	4.5500%	10/10/2012	33,967
CBA	4.5000%	22/10/2012	37,023
CBA	3.4000%	AT CALL	400,000
CBA	4.5000%	16/10/2012	400,000
GMCU	5.5000%	15/11/2012	2,000,000
GMCU	5.2500%	7/09/2012	2,000,000
GMCU	5.2500%	5/12/2012	2,000,000
IMB	5.7000%	3/10/2012	1,000,000
ME Bank	5.7500%	2/10/2012	1,000,000
ME Bank	5.2000%	3/09/2012	1,000,000
BOQ	5.2100%	16/10/2012	3,000,000
BOQ	5.1100%	8/11/2012	2,000,000
Westpac	5.3600%	19/10/2012	2,000,000
Westpac	5.4000%	29/10/2012	2,000,000
Suncorp Metway	5.6000%	14/11/2012	2,000,000
Suncorp Metway	5.1000%	1/10/2012	2,000,000
<b>TOTAL</b>			<b>27,881,179</b>

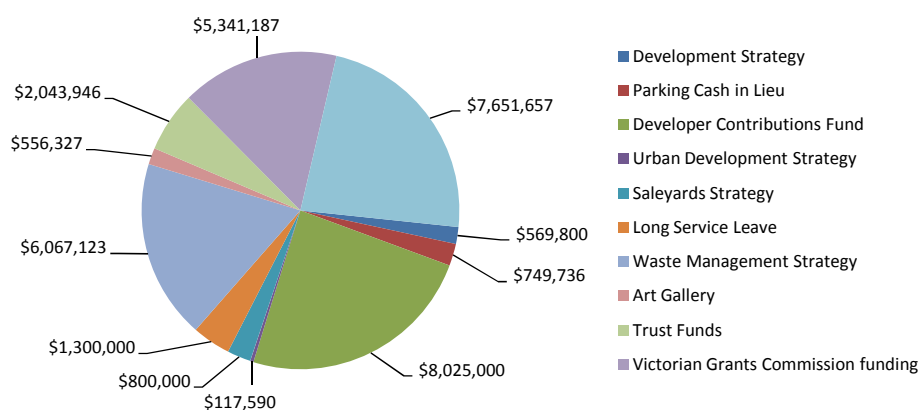
## Investments Summary

2011/2012 Financial Year to Date at 31 August 2012

## GSCC - Investment Body



## GSCC - Investment Purpose



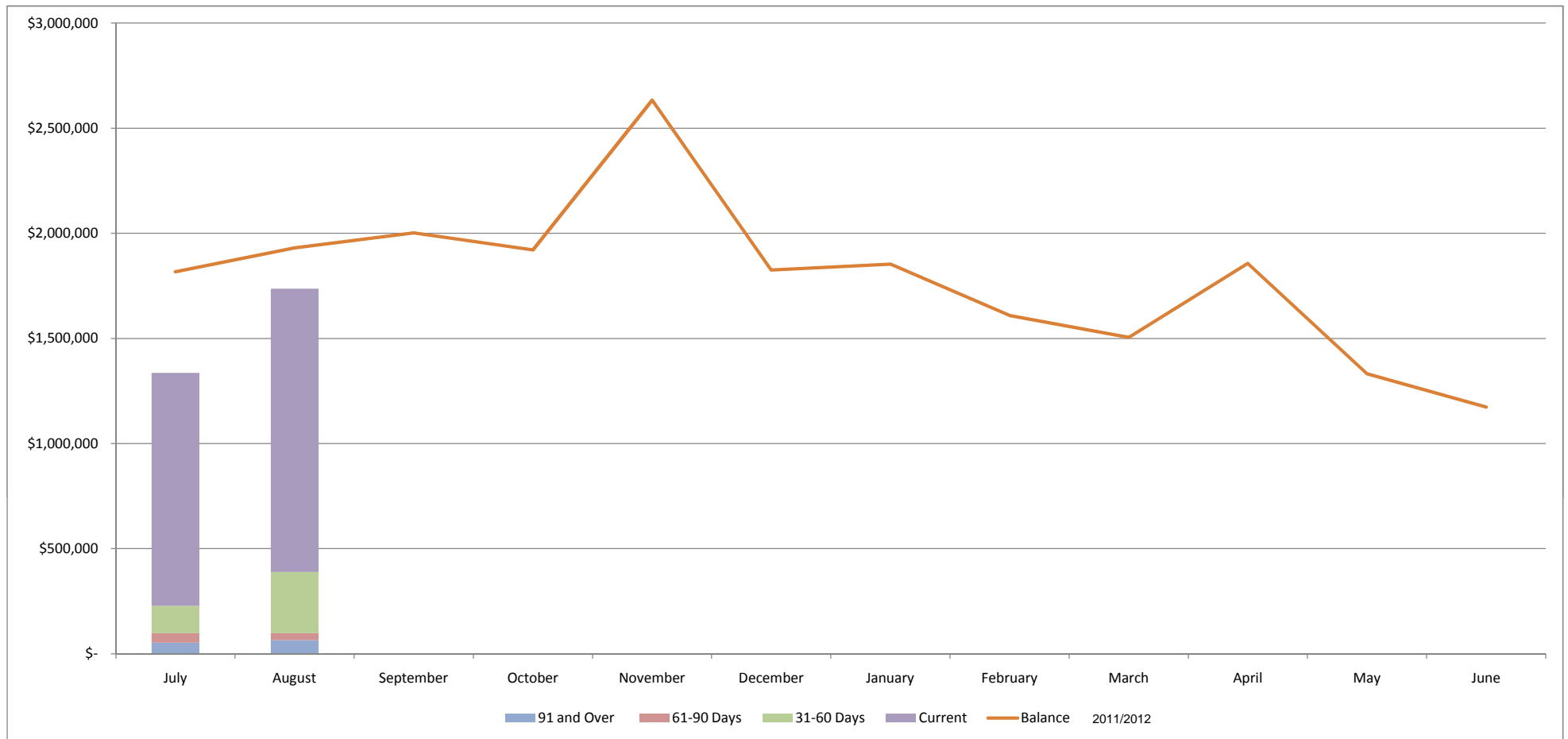
GSCC - INVESTMENT PURPOSE LISTING		
No.	Purpose	Amount
1	Development Strategy	\$ 569,800
2	Parking Cash in Lieu	\$ 749,736
3	Developer Contributions Fund	\$ 8,025,000
4	Urban Development Strategy	\$ 117,590
5	Saleyards Strategy	\$ 800,000
6	Long Service Leave	\$ 1,300,000
7	Waste Management Strategy	\$ 6,067,123
8	Art Gallery	\$ 556,327
9	Trust Funds	\$ 2,043,946
10	Victorian Grants Commission funding	\$ 5,341,187
11	Working Capital and minor reserves	\$ 7,651,657
		27,881,179

## Funds Held Notes:

- \*\* Investments 1 and 2 relate to contributions received under planning permit conditions and are subject to use on specific developments which comply with relevant regulations.
- \*\* Investment 3 is funds held for future developments across the municipality.
- \*\* Investments 4,5 and 6 relate to surplus operational funds maintained in accordance with council process to redirect to capital investments specific to these business areas.
- \*\* Investment 7 is in accordance with regulations requiring Council to hold funds relating to employee entitlements
- \*\* Investment 8 relates to Art Work sale proceeds and are held for future collection acquisitions.
- \*\* Investment 9 is funds identified and held by council in trust and therefore unavailable for use by Council.
- \*\* Investment 10 is funds from the Victorian Grants Commission paid in 2011/2012 to be used to fund operations in 2012/2013.
- \*\* Investment 11 is funds held to cover operating and capital expenditure for the remainder of the financial year, and includes minor reserve amounts held at 30 June 2012.

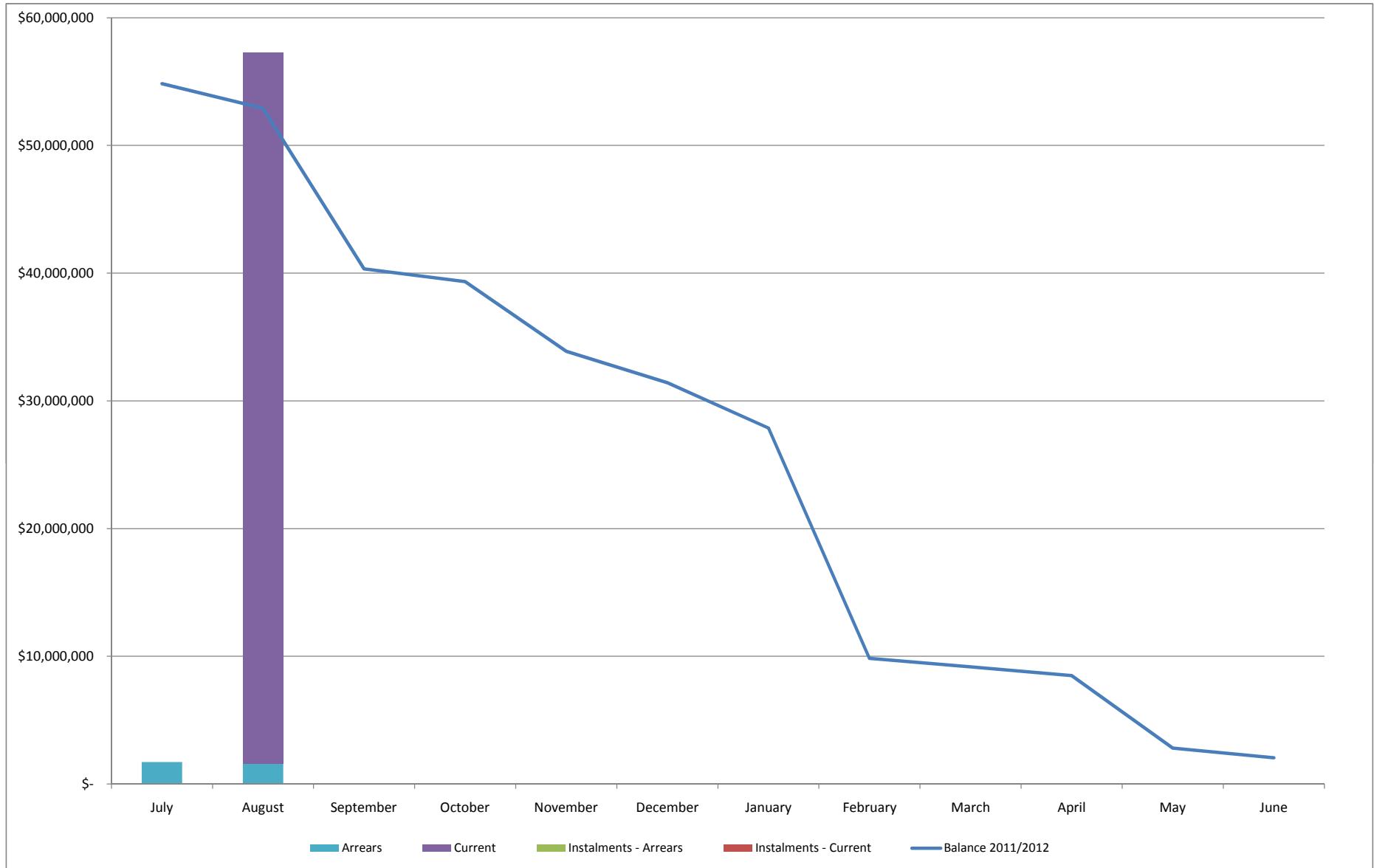
Council's Investment and Cash Management Policy has been complied with and there are no breaches to report.

City Of Greater Shepparton  
Comparative Sundry Debtors  
2012/2013 Financial Year to Date 31 August 2012





City Of Greater Shepparton  
**Comparative Rates Debtors**  
2012/2013 Financial Year to Date at 31 August 2012



	August	Total
<b><u>Geoff Dobson</u></b>		
Telephone Rent	\$40.86	\$163.44
Internet Connection		\$0.00
SMS	\$6.12	\$30.06
Calls	\$69.05	\$294.73
Travel		\$0.00
Other	\$942.56	\$2,231.33
Allowance		\$5,989.22
Vehicle		\$0.00
	<b>\$1,058.59</b>	<b>\$8,708.78</b>
<b><u>Kevin Ryan</u></b>		
Telephone Rent	\$40.86	\$163.44
Internet Connection	\$31.36	\$62.72
SMS		\$0.00
Calls	\$61.28	\$189.51
Travel		\$0.00
Other		\$0.00
Allowance		\$5,988.72
	<b>\$133.50</b>	<b>\$6,404.39</b>
<b><u>Jenny Houlihan</u></b>		
Telephone Rent	\$9.09	\$36.36
Internet Connection	\$45.45	\$90.90
SMS	\$5.99	\$22.53
Calls	\$44.60	\$175.10
Travel		\$0.00
Other		\$0.00
Allowance		\$5,988.72
	<b>\$105.13</b>	<b>\$6,313.61</b>
<b><u>Milvan Muto</u></b>		
Telephone Rent	\$40.86	\$163.44
Internet Connection	\$80.00	\$160.00
SMS	\$21.37	\$77.95
Calls	\$96.88	\$354.49
Travel		\$0.00
Other	\$15.00	\$15.00
Allowance		\$5,988.72
	<b>\$254.11</b>	<b>\$6,759.60</b>
<b><u>Michael Polan</u></b>		
Telephone Rent	\$40.86	\$163.44
Internet Connection		\$0.00
SMS	\$9.07	\$86.56
Calls	\$141.88	\$559.51
Travel		\$0.00
Other		\$0.00
Allowance		\$18,530.74
Vehicle	\$1,733.00	\$3,466.00
	<b>\$1,924.81</b>	<b>\$22,806.25</b>
<b><u>Cherie Crawford</u></b>		
Telephone Rent	\$40.86	\$163.44
Internet Connection	\$45.45	\$90.90
SMS	\$0.50	\$0.73
Calls	\$39.58	\$117.32
Travel		\$0.00
Other		\$0.00
Allowance		\$5,988.72
	<b>\$126.39</b>	<b>\$6,361.11</b>
<b><u>Chris Hazelman</u></b>		
Telephone Rent	\$36.31	\$145.24
Internet Connection	\$45.45	\$90.90
SMS	\$3.31	\$23.00
Calls	\$44.40	\$205.43
Travel		\$0.00
Other	\$654.57	\$654.57
Allowance		\$4,297.60
	<b>\$784.04</b>	<b>\$5,416.74</b>
<b>Catering</b>	<b>\$723.00</b>	<b>\$1,458.00</b>
<b>Total</b>	<b>\$5,109.57</b>	<b>\$64,228.48</b>

Account reconciled fully and adjustments from throughout the year highlighted separately

Councillors travel from different locations in the municipality to attend to Council business. This means different travel costs are reimbursed.

Councillors also attend conferences and there may be travel costs associated with these conferences.

Catering includes catering for all Council meetings and briefings, together with civic functions and receptions.

# FINANCIAL REPORT

**DRAFT**  
**FOR THE YEAR ENDED**  
**30 June 2012**

# GREATER SHEPPARTON CITY COUNCIL

## Financial Report

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## Comprehensive Income Statement For the Year Ended 30 June 2012

	Note	2012 \$	2011 \$
<b>Revenue</b>			
Rates and charges	3	54,074,349	49,921,586
Parking fees and fines	4	1,856,257	1,850,435
User fees	5	15,954,086	14,568,972
Grants - Recurrent	6	24,496,738	20,642,511
Grants - Non-recurrent	6	6,808,391	5,559,512
Contributions - Cash	7a	2,019,373	2,177,143
Contributions - Non-monetary assets	7b	3,338,306	2,212,480
Other revenue	8	1,977,617	1,980,736
Net gain(loss) on disposal of assets	14	1,109,939	(11,993)
Share of net profits(losses) of associates and joint ventures accounted for by the equity method	15	127,362	157,400
<b>Total revenue</b>		<u>111,762,418</u>	<u>99,058,782</u>
<b>Expenses</b>			
Employee benefits	9	(41,568,377)	(34,231,623)
Materials and services	10	(39,562,875)	(36,650,111)
Bad and doubtful debts	11	(200,426)	(110,860)
Depreciation and amortisation	12	(17,523,090)	(18,912,777)
Write off demolished assets	13	(234,513)	-
Finance costs		(1,033,763)	(483,500)
Write down intangible assets	19	(213,388)	
<b>Total expenses</b>		<u>(100,336,432)</u>	<u>(90,388,871)</u>
<b>Surplus (deficit) for the year</b>		<u>11,425,986</u>	<u>8,669,911</u>
<b>Other comprehensive income</b>			
Net asset revaluation increment(decrement)		1,354,881	13,515,872
<b>Total comprehensive result</b>		<u>12,780,867</u>	<u>22,185,783</u>

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

## Balance Sheet As at 30 June 2012

	Note	2012 \$	2011 \$
<b>Assets</b>			
<b>Current assets</b>			
Cash and cash equivalents	16	36,848,184	28,571,185
Trade and other receivables	17	4,124,877	5,563,684
Intangible assets	18	52,339	65,331
Accrued income		294,720	463,740
Prepayments		358,820	36,349
Inventories		78,968	74,396
<b>Total current assets</b>		<b>41,757,908</b>	<b>34,774,685</b>
<b>Non-current assets</b>			
Investment in associates accounted for using the equity method	15	1,231,281	1,093,015
Intangible assets	18	1,157,661	1,371,049
Property, plant and equipment, infrastructure	20	649,795,746	637,096,890
<b>Total non-current assets</b>		<b>652,184,688</b>	<b>639,560,954</b>
<b>Total assets</b>		<b>693,942,596</b>	<b>674,335,639</b>
<b>Liabilities</b>			
<b>Current liabilities</b>			
Trade and other payables	21	5,407,763	7,744,926
Trust funds and deposits	22	2,050,748	2,189,064
Provisions	23	7,900,108	7,290,255
Income received in advance	24	247,367	218,037
Interest-bearing loans and borrowings	25	389,095	83,528
<b>Total current liabilities</b>		<b>15,995,081</b>	<b>17,525,810</b>
<b>Non-current liabilities</b>			
Trade and other payables	21	6,038,077	268,418
Provisions	23	907,758	731,778
Interest-bearing loans and borrowings	25	15,224,794	12,824,518
<b>Total non-current liabilities</b>		<b>22,170,629</b>	<b>13,824,714</b>
<b>Total liabilities</b>		<b>38,165,710</b>	<b>31,350,524</b>
<b>Net Assets</b>		<b>655,776,886</b>	<b>642,985,115</b>
<b>Equity</b>			
Accumulated surplus		295,801,099	284,364,209
Reserves	26	359,975,787	358,620,906
<b>Total Equity</b>		<b>655,776,886</b>	<b>642,985,115</b>

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

## Statement of Changes in Equity For the Year Ended 30 June 2012

	Note	Total 2012 \$	Accumulated Surplus 2012 \$	Asset Revaluation Reserve 2012 \$
<b>2012</b>				
Balance at beginning of the financial year		642,985,115	284,364,209	358,620,906
Surplus(deficit) for the year		11,425,986	11,425,986	-
Net asset revaluation increment(decrement)	26	1,354,881	-	1,354,881
Change in investment percentage in Associates	15	10,904	10,904	-
<b>Balance at end of the financial year</b>		<b>655,776,886</b>	<b>295,801,099</b>	<b>359,975,787</b>

	Note	Total 2011 \$	Accumulated Surplus 2011 \$	Asset Revaluation Reserve 2011 \$
<b>2011</b>				
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
Adjustment to last year accounts	15	11,955	11,955	-
<b>Balance at end of the financial year</b>		<b>642,985,115</b>	<b>284,364,209</b>	<b>358,620,906</b>

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

## Cash Flow Statement For the Year Ended 30 June 2012

	2012 Inflows/ (Outflows) \$	2011 Inflows/ (Outflows) \$
Note		
<b>Cash flows from operating activities</b>		
Rates and charges	54,504,899	49,065,994
Parking fees and fines	1,896,987	1,844,217
User charges and other fines (inclusive of GST)	19,027,877	16,748,207
Grants	31,302,040	26,195,362
Contributions	2,003,173	2,177,143
Interest	1,284,370	1,145,205
Rents	723,724	732,119
Net GST refund	3,439,476	4,550,605
Payments to suppliers (inclusive of GST)	(48,450,865)	(48,364,605)
Payments to employees	(35,150,725)	(33,330,314)
Finance costs	(866,363)	(483,500)
<b>Net cash provided by (used in) operating activities</b>	27 <u>29,714,593</u>	<u>20,280,433</u>
<b>Cash flows from investing activities</b>		
Payments for property, plant and equipment, infrastructure	(25,680,400)	(30,588,708)
Proceeds from sale of assets	1,536,963	482,561
<b>Net cash provided by (used in) investing activities</b>	<u>(24,143,437)</u>	<u>(30,106,147)</u>
<b>Cash flows from financing activities</b>		
Proceeds from Interest-bearing loans and borrowings	3,000,000	9,000,000
Repayment of Interest-bearing loans and borrowings	(294,157)	(81,954)
<b>Net cash provided by (used in) financing activities</b>	<u>2,705,843</u>	<u>8,918,046</u>
Net increase(decrease) in cash and cash equivalents	8,276,999	(907,668)
Cash and cash equivalents at the beginning of the financial year	28,571,185	29,478,853
<b>Cash and cash equivalents at the end of the financial year</b>	28 <u>36,848,184</u>	<u>28,571,185</u>

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), and 1(i).

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:

	Current Period	Prior Period
<b>Property</b>		
Buildings and Land improvements		
Land improvements	10 to 80 years	
Buildings	60 to 100 years	
Heritage assets		
Heritage assets	40 to 150 years	
<b>Plant and equipment</b>		
Plant, machinery and equipment	5 to 15 years	
Furniture, equipment and computers	3 to 30 years	
<b>Infrastructure</b>		
Roads		
Road pavements and seals	10 to 60 years	10 to 50 years
Road substructure	40 to 60 years	
Road kerb, channel and minor culverts	10 to 60 years	10 to 50 years
Roundabouts	20 to 30 years	30 to 100 years
Bridges deck	50 to 100 years	
Footpaths	10 to 60 years	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 \$
<b>Property</b>	
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
<b>Plant and equipment</b>	
Plant, machinery and equipment	2,000
Furniture, equipment and computers	500
Art collection and regalia	3,000
<b>Infrastructure</b>	
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
<b>Intangible assets</b>	
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 3 to 5 years. The valuation is performed either by experienced council officers or independent experts.

The Council's policy includes the requirement to revalue infrastructure every three years. This was due, but unable to be done during the 2011/12 financial year due to reconstruction works. The revaluation is planned to be performed during the 2012/13 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.

**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.

		2012 \$	2011 \$
<b>Note 3</b>	<b>Rates and charges</b>		
	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.		
	The valuation base used to calculate general rates for 2011/2012 was \$8.432 million (2010/2011 \$8,283 million).		
	Residential	24,654,839	21,852,825
	Commercial	10,855,989	10,114,663
	Industrial	5,111,167	4,704,223
	Farm/Rural	5,919,215	6,266,222
	Supplementary rates and rate adjustments	208,145	145,326
	Garbage charge	6,927,317	6,451,060
	Interest on rates	397,677	387,267
		<u>54,074,349</u>	<u>49,921,586</u>
	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.		
	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.		
	Supplementary rates and rate adjustments undertaken after the annual calculation incorporate a number of valuation objections.		
<b>Note 4</b>	<b>Parking fees and fines</b>		
	Infringements and costs	564,025	598,350
	PERIN court recoveries	35,927	47,169
	Fees - ticket machines	359,728	378,156
	Fees - parking meters	884,635	816,230
	Permits	11,942	10,530
		<u>1,856,257</u>	<u>1,850,435</u>
<b>Note 5</b>	<b>User fees</b>		
	Aged and Disability services	623,756	705,191
	Animal Control	591,137	581,202
	Aquatic Facilities	2,627,658	2,424,862
	Arts and Culture	817,731	691,584
	Children's Services	1,849,957	1,710,465
	Development Facilities	1,505,636	1,370,250
	Environmental Health	286,301	272,674
	Financial Services	899,663	726,900
	Miscellaneous	176,119	103,748
	Private Works	78,408	165,315
	Recreational Facilities	677,971	619,344
	Saleyards	1,216,929	1,160,629
	Tourism	526,122	490,820
	Waste Management	4,076,698	3,545,988
		<u>15,954,086</u>	<u>14,568,972</u>



Note 6

Grants

Grants were received in respect of the following :

**Commonwealth Government**

*Council Organisation and Management*

Corporate Services

	2012	2011
	\$	\$
-		520,000
-		520,000

*Community Life*

Aged & Disability Services

Children's Services

Other Community Programs

Public Open Space

897,634	804,068
18,920	1,817,236
-	651,531
33,180	-
3,083,928	3,272,835

*Infrastructure*

Roads to Recovery

1,600,487	1,452,960
1,600,487	1,452,960

*Economic Development*

Development Services

Tourism

192,877	136,443
-	2,500
192,877	138,943

*Settlement and Housing*

Development Facilities

Environmental Health

-	142,043
4,107	-
4,107	142,043

**Commonwealth Government Total**

4,881,399	5,526,781
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**State Government**

*Council Organisation and Management*

Victorian Grants Commission Unallocated

Victorian Grants Commission Local Roads

Management (Directorate)

Financial Services

Governance

9,640,639	7,360,462
3,459,015	2,690,217
8,545	-
260,000	9,218
37,500	-
13,405,699	10,059,897

*Infrastructure*

Local Roads

Parking Management

Planning Investigation & Design

Plant

Depot

2,003,300	1,149,542
67,768	75,042
9,666	70,200
7,800	106,490
-	34,621
2,138,784	1,435,895

*Economic Development*

Development Services

Tourism

271,000	733,802
-	250,000
271,000	983,802

*Settlement and Housing*

Development Facilities

Environmental Health

2,012,000	10,000
82,636	86,731
2,094,636	96,731

		2012 \$	2011 \$
<b>Note 6</b>	<b>Grants (cont)</b>		
	<i>Community Life</i>		
	Arts & Culture	1,247,366	366,000
	Aged & Disability Services	2,824,748	2,944,084
	Aquatic Facilities	60,000	5,000
	Childrens Services	2,076,115	2,805,497
	Development Facilities	215,000	-
	Law Order & Safety	135,968	63,872
	Public Open Space	72,000	107,000
	Sports Facilities	280,357	137,565
	Other Community Programs	599,169	1,428,144
		<u>7,510,723</u>	<u>7,857,162</u>
	<i>Environment</i>		
	Drainage	-	190,500
	Environmental Management	586,768	2,800
	Waste Management	416,120	48,455
		<u>1,002,888</u>	<u>241,755</u>
	<b>State Government Total</b>	<u>26,423,730</u>	<u>20,675,242</u>
	<b>Total</b>	<u>31,305,129</u>	<u>26,202,023</u>
	Recurrent	24,496,738	20,642,511
	Non-recurrent	6,808,391	5,559,512
	<b>Total</b>	<u>31,305,129</u>	<u>26,202,023</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
Strengthening Basins	12,711	-
Best Start	-	382,519
Active Service Management	-	39,500
Isobel Pearce Extension	-	143,071
Community Connections	126,038	78,605
Supported Parents Group	-	17,085
John Gray Shelter	-	80,000
Victorian Grants Commission	5,341,187	-
Merrigum Town Park	-	160,000
Stuart Reserve (Go Fish)	-	72,727
LEAD (Embracing Diversity)	24,414	55,903
TQUAL Funding	-	167,801
COAG Healthy Community Project	145,557	137,565
HACC minor capital grant - personal alarms	-	35,000
Vibert Reserve Development	-	312,564
Emergency Works Grants	-	31,500
Flood Resilience & Vulnerable Person Funding	110,000	-
Art Museum Program Funding	7,500	-
ICAA Funding	27,900	-
Indigenous Art Worker Residence Grant	6,446	-
Crouching Emu Grant	3,000	-
Waste Mitigation Works	250,000	-
Roads To Recovery	268,130	-
Culture Victoria Grant	4,773	-
LGIP Funding	1,990,000	-
Building Better Regional Cities	2,000,000	-
	<u>10,317,656</u>	<u>1,803,340</u>

		2012 \$	2011 \$
<b>Note 6</b>	<b>Grants (cont)</b>		
	Grants which were recognised as revenue in prior years and were expended during the current year in the manner specified by the grantor were:		
	Queens Gardens	-	442,480
	Early Start Kindergarten	-	32,800
	Strengthening Basins	-	20,000
	Victorian Grants Commission	2,557,500	2,416,917
	Health Youth Healthy Towns	-	97,850
	River Connect Program	-	20,000
	Minor grant for provision of transport to clients	-	35,000
	Transport Connections	-	159,624
	Shepparton Tertiary Education	33,500	-
	Change Management Kindergartens	31,000	-
	Best Start	112,490	-
	Active Service Management	39,500	-
	Supported Parents Group	17,085	-
	John Gray Shelter	80,000	-
	Merrigum Town Park	160,000	-
	TQUAL Funding	167,801	-
	HACC Minor Grants - Personal Alarms	35,000	-
	Soccer Development (redirected grant from Vibert Reserve)	312,564	-
	Emergency Works Grants	31,500	-
	Tatura Flood Mitigation	100,000	-
	SPPU	262,323	-
	Gallery Kaiela	8,276	-
		<u>3,948,539</u>	<u>3,224,671</u>
	Net increase(decrease) in restricted assets resulting from grant revenues for the year:	<u>6,369,117</u>	<u>(1,421,331)</u>
<b>Note 7</b>	<b>Contributions</b>		
	<b>(a) Cash</b>		
	Developer contributions - Cash	1,066,546	898,907
	Other contributions - Cash	952,827	1,278,236
		<u>2,019,373</u>	<u>2,177,143</u>
	<b>(b) Non-monetary assets</b>		
	Developer contributions - Non-monetary assets	3,338,306	2,212,480
		<u>3,338,306</u>	<u>2,212,480</u>
	<b>Total</b>	<u>5,357,679</u>	<u>4,389,623</u>
<b>Note 8</b>	<b>Other revenue</b>		
	Interest	1,257,286	1,257,590
	Rent	720,331	723,146
		<u>1,977,617</u>	<u>1,980,736</u>
<b>Note 9</b>	<b>Employee benefits</b>		
	Wages and salaries	32,126,172	29,715,929
	Superannuation (note 31) *	8,628,764	3,754,071
	Fringe benefits tax and work cover	813,441	761,623
		<u>41,568,377</u>	<u>34,231,623</u>
	* Additional call to meet obligations in relation Defined Benefit Plan - \$5,631,820 (incl Contribution Tax).		

		2012 \$	2011 \$
<b>Note 10</b>	<b>Materials and services</b>		
	Aged and Disability Services	3,320,146	3,232,747
	Childcare	1,790,246	1,553,708
	Local Laws	1,305,090	1,164,237
	Aquatic Facilities	1,200,604	966,744
	Arts and Culture	1,347,390	1,216,473
	Library	1,484,738	1,426,671
	Public Open Space Maintenance	4,089,861	3,862,228
	Local Roads	4,425,645	4,372,785
	Waste Management	6,994,464	6,095,867
	Saleyards	865,423	825,667
	Economic Development	3,222,423	3,159,531
	Administration	9,516,845	8,773,453
		<u>39,562,875</u>	<u>36,650,111</u>
<b>Note 11</b>	<b>Bad and doubtful debts</b>		
	Parking infringement debtors	120,696	100,221
	Other Debtors	79,730	10,639
		<u>200,426</u>	<u>110,860</u>
<b>Note 12</b>	<b>Depreciation</b>		
	Land Improvements	765,783	1,056,970
	Buildings	2,446,062	2,513,431
	Heritage Assets	26,867	22,056
	Plant, Machinery and Equipment	1,189,052	1,218,452
	Furniture, Equipment and Computers	1,483,241	1,542,819
	Roads	8,504,908	9,382,009
	Footpaths	716,815	627,999
	Kerb and Channel	605,790	620,868
	Drainage	1,092,074	1,287,668
	Roundabouts	15,665	14,873
	Bridges	121,692	141,923
	Regulatory Signs	251,978	237,454
	Naturestrip Trees	110,796	109,136
	Street Furniture	105,805	50,576
	Bike Paths	86,562	86,543
		<u>17,523,090</u>	<u>18,912,777</u>
<b>Note 13</b>	<b>Write off demolished assets</b>		
	Old Search & Rescue Building	218,400	-
	Undera Wayside Stop Toilets	16,113	-
		<u>234,513</u>	<u>-</u>

	2012 \$	2011 \$
<b>Note 14</b>		
<b>Net gain(loss) on disposal of assets</b>		
<b><i>Plant and equipment</i></b>		
Proceeds from sale of assets	460,502	314,622
Written down value of assets sold	(389,897)	(323,406)
Net gain(loss) on sale of plant and equipment	70,605	(8,784)
<b><i>Intangibles</i></b>		
Proceeds from sale of assets	12,992	90,665
Written down value of assets sold	(12,992)	(90,665)
Net gain(loss) on sale of intangible assets	-	-
<b><i>Land and buildings</i></b>		
Proceeds from sale of assets	1,063,469	77,274
Written down value of assets sold	(24,135)	(71,774)
Selling expenses	-	(8,709)
Net gain(loss) on sale of land and buildings	1,039,334	(3,209)
<b><i>Summary</i></b>		
Proceeds from sale of assets	1,536,963	482,561
Written down value of assets sold	(427,024)	(485,845)
Selling expenses	-	(8,709)
Net gain(loss) on sale of assets	1,109,939	(11,993)
<b>Note 15</b>		
<b>Investment in associates</b>		
<b>Goulburn Valley Regional Library Corporation</b>		
<b><i>Background</i></b>		
Investment percentage 61.76% in 2011/2012 (61.15% in 2010/2011)		
<b><i>Council's share of accumulated surplus(deficit)</i></b>		
Council's share of accumulated surplus(deficit) at start of year	(786,267)	(955,622)
Reported surplus(deficit) for year	127,362	157,400
Adjustments to last year's accounts	-	11,955
Council's share of accumulated surplus(deficit) at end of year	(658,905)	(786,267)
<b><i>Movement in carrying value of specific investment</i></b>		
Carrying value of investment at start of year	1,093,015	923,660
Change in investment percentage	10,904	-
Share of surplus(deficit) for year	127,362	157,400
Adjustments to last year's accounts	-	11,955
Carrying value of investment at end of year	1,231,281	1,093,015

		2012 \$	2011 \$
<b>Note 16</b>	<b>Cash and cash equivalents</b>		
	Cash at bank and on hand	2,685,120	2,017,104
	Bank bills	34,163,064	26,554,081
		<u>36,848,184</u>	<u>28,571,185</u>
	Represented by:		
	Cash on hand	7,940	8,780
	Cash at bank	2,677,180	2,008,324
		<u>2,685,120</u>	<u>2,017,104</u>
	Discretionary investments	-	189,451
	Non-discretionary investments	32,863,064	21,074,634
	Long service leave reserve (note 30)	1,300,000	5,289,996
		<u>34,163,064</u>	<u>26,554,081</u>
	Total cash assets	<u>36,848,184</u>	<u>28,571,185</u>
	Non-discretionary investments are funds held predominantly for Capital works.		
<b>Note 17</b>	<b>Trade and other receivables</b>		
	<b>Current</b>		
	Rates debtors	2,296,245	2,726,795
	Parking infringement debtors	279,398	305,396
	Provision for doubtful debts - parking infringements	(115,803)	(101,070)
	Loans and advances to community organisations	-	8,000
	Other debtors	1,112,059	1,842,581
	Provision for doubtful debts - other debtors	(50,000)	(50,000)
	Net GST receivable	602,978	831,982
		<u>4,124,877</u>	<u>5,563,684</u>
	<b>Total</b>	<u>4,124,877</u>	<u>5,563,684</u>
<b>Note 18</b>	<b>Intangible assets</b>		
	<b>Current</b>		
	Right to receive revenue	52,339	65,331
		<u>52,339</u>	<u>65,331</u>
	<b>Non-current</b>		
	Right to receive revenue	1,157,661	1,371,049
	<b>Total</b>	<u>1,210,000</u>	<u>1,436,380</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.		
<b>Note 19</b>	<b>Write down of Intangible assets</b>		
	Rights to Council's share of resale of Parkside Gardens	213,388	-
		<u>213,388</u>	<u>-</u>

(a) based on reviewing the current market value and remaining anticipated Lot sales

Note 20

Property, plant and equipment, infrastructure

**Summary**

	2012 \$	2011 \$
at cost	96,492,380	69,086,950
Less accumulated depreciation	23,299,830	20,773,625
	<u>73,192,550</u>	<u>48,313,325</u>
at independent valuation as at 30 June 2008	84,395	12,929,616
Less accumulated depreciation	-	-
	<u>84,395</u>	<u>12,929,616</u>
at independent valuation as at 30 September 2011	14,532,541	-
at Council valuation as at 30 June 2009	606,305,182	606,305,182
Less accumulated depreciation	266,263,273	255,814,689
	<u>340,041,909</u>	<u>350,490,493</u>
at Council valuation as at 30 June 2011	292,868,776	293,469,354
Less accumulated depreciation	70,924,425	68,105,898
	<u>221,944,351</u>	<u>225,363,456</u>
<b>Total</b>	<u>649,795,746</u>	<u>637,096,890</u>

**Property**

**Land**

at cost	4,392,079	-
at independent valuation as at 30 June 2011	94,559,398	94,559,398
	<u>98,951,477</u>	<u>94,559,398</u>

**Land under roads**

at cost	2,458,623	1,632,138
	<u>2,458,623</u>	<u>1,632,138</u>

**Land improvements**

at cost	2,798,501	-
Less accumulated depreciation	40,591	-
	<u>2,757,910</u>	<u>-</u>

at independent valuation as at 30 June 2011	25,610,120	25,610,120
Less accumulated depreciation	5,860,699	5,135,507

<b>Total Land</b>	<u>123,917,431</u>	<u>116,666,149</u>
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**Buildings**

at cost	4,814,274	-
Less accumulated depreciation	37,664	-
	<u>4,776,610</u>	<u>-</u>

at independent valuation as at 30 June 2011	168,764,136	169,364,714
Less Accumulated depreciation	63,840,657	61,774,189

<b>Total Buildings</b>	<u>109,700,089</u>	<u>107,590,525</u>
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Note 20

Property, plant and equipment, infrastructure

Heritage assets (cont)

at independent valuation as at 30 June 2011

Less accumulated depreciation

**Total Heritage**

**Total Property**

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 unserved) 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

Less accumulated depreciation

**Furniture, Equipment and Computers**

at cost

Less accumulated depreciation

**Art Collection and Regalia**

at cost

at independent valuation as at 30 June 2008

at independent valuation as at 30 September 2011

**Total Plant and Equipment**

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

Less accumulated depreciation

at Council valuation as at 30 June 2009

Less accumulated depreciation

**Bridges**

at cost

Less accumulated depreciation

at Council valuation as at 30 June 2009

Less accumulated depreciation

	2012 \$	2011 \$
3,935,122	3,935,122	
1,223,069	1,196,202	
2,712,053	2,738,920	
2,712,053	2,738,920	
236,329,573	226,995,594	
12,555,852	12,267,259	
7,333,733	7,230,105	
5,222,119	5,037,154	
20,302,605	19,253,020	
14,323,023	13,142,201	
5,979,582	6,110,819	
120,806	367,559	
84,395	12,929,616	
14,532,541	-	
14,737,742	13,297,175	
25,939,443	24,445,148	
29,150,571	20,576,529	
1,191,227	293,188	
27,959,344	20,283,341	
421,058,497	421,058,497	
169,273,992	161,667,123	
251,784,505	259,391,374	
1,669,653	433,918	
18,458	3,786	
1,651,195	430,132	
10,452,747	10,452,747	
2,812,822	2,705,802	
7,639,925	7,746,945	



Note 20

Property, plant and equipment, infrastructure

Footpaths (cont)

	2012 \$	2011 \$
at cost	1,931,150	1,305,806
Less accumulated depreciation	61,196	11,357
	<u>1,869,954</u>	<u>1,294,449</u>

at Council valuation as at 30 June 2009

	39,696,299	39,696,299
Less accumulated depreciation	24,343,223	23,676,247
	<u>15,353,076</u>	<u>16,020,052</u>

Drainage

at cost	7,622,184	4,435,686
Less accumulated depreciation	119,184	58,937
	<u>7,503,000</u>	<u>4,376,749</u>

at Council valuation as at 30 June 2009

	89,427,409	89,427,409
Less accumulated depreciation	42,680,236	41,648,409
	<u>46,747,173</u>	<u>47,779,000</u>

Roundabouts

at cost	21,510	21,510
Less accumulated depreciation	1,345	269
	<u>20,165</u>	<u>21,241</u>

at Council valuation as at 30 June 2009

	438,120	438,120
Less accumulated depreciation	248,253	233,664
	<u>189,867</u>	<u>204,456</u>

Kerb and Channel

at cost	1,442,222	852,618
Less accumulated depreciation	46,586	5,179
	<u>1,395,636</u>	<u>847,439</u>

at Council valuation as at 30 June 2009

	33,862,910	33,862,910
Less accumulated depreciation	20,882,129	20,317,746
	<u>12,980,781</u>	<u>13,545,164</u>

Regulatory Signs

at cost	189,202	122,113
Less accumulated depreciation	27,202	6,685
	<u>162,000</u>	<u>115,428</u>

at Council valuation as at 30 June 2009

	1,620,225	1,620,225
Less accumulated depreciation	1,388,764	1,157,303
	<u>231,461</u>	<u>462,922</u>

Note 20

**Property, plant and equipment, infrastructure**

**Naturestrip Trees (cont)**

	2012 \$	2011 \$
at cost	161,349	78,340
Less accumulated depreciation	4,798	1,572
	<u>156,551</u>	<u>76,768</u>

at Council valuation as at 30 June 2009

	5,378,440	5,378,440
Less accumulated depreciation	2,581,651	2,474,082
	<u>2,796,789</u>	<u>2,904,358</u>

**Street Furniture**

at cost	1,095,137	718,121
Less accumulated depreciation	84,930	14,850
	<u>1,010,207</u>	<u>703,271</u>

at Council valuation as at 30 June 2009

	630,750	630,750
Less accumulated depreciation	363,025	327,300
	<u>267,725</u>	<u>303,450</u>

**Bike Paths**

at cost	224,345	218,994
Less accumulated depreciation	9,893	5,496
	<u>214,452</u>	<u>213,498</u>

at Council valuation as at 30 June 2009

	3,739,785	3,739,785
Less accumulated depreciation	1,689,178	1,607,013
	<u>2,050,607</u>	<u>2,132,772</u>

**Total Infrastructure**

	<u>381,984,413</u>	<u>378,852,809</u>
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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.

**Works in progress**

Works in progress at cost	5,542,317	6,803,339
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<b>Total Works in progress</b>	<u>5,542,317</u>	<u>6,803,339</u>
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**Total Property, Plant and Equipment, Infrastructure**

	<u>649,795,746</u>	<u>637,096,890</u>
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Note 20 Property, plant and equipment, infrastructure (cont.)

2012	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
	\$	\$	\$	\$	\$	\$	\$	\$
<b>Property</b>								
Land	94,559,398	3,862,930	-	-	-	-	529,149	98,951,477
Land under roads	1,632,138	-	-	-	-	826,485	-	2,458,623
Land improvements	20,473,866	1,921,891	-	(765,783)	-	-	876,609	22,506,583
Total Land	116,665,402	5,784,821	-	(765,783)	-	826,485	1,405,758	123,916,683
Buildings	107,591,272	3,494,714	-	(2,446,062)	(258,648)	-	1,319,561	109,700,837
Heritage assets	2,738,920	-	-	(26,867)	-	-	-	2,712,053
Total Buildings	110,330,192	3,494,714	-	(2,472,929)	(258,648)	-	1,319,561	112,412,890
Total Property	226,995,594	9,279,535	-	(3,238,712)	(258,648)	826,485	2,725,319	236,329,573
<b>Plant and equipment</b>								
Plant, machinery and equipment	5,037,154	1,769,802	-	(1,189,052)	(386,561)	-	(9,224)	5,222,119
Furniture, equipment and computers	6,110,819	1,346,116	-	(1,483,241)	(3,336)	-	9,224	5,979,582
Art collection and regalia	13,297,175	85,686	1,354,881	-	-	-	-	14,737,742
Total plant and equipment	24,445,148	3,201,604	1,354,881	(2,672,293)	(389,897)	-	-	25,939,443
<b>Infrastructure</b>								
Infrastructure	378,852,809	10,991,074	-	(11,612,085)	-	2,511,821	1,240,794	381,984,413
Total Infrastructure	378,852,809	10,991,074	-	(11,612,085)	-	2,511,821	1,240,794	381,984,413
<b>Works in progress</b>								
Works in progress	6,803,339	2,705,091	-	-	-	-	(3,966,113)	5,542,317
Total Works in progress	6,803,339	2,705,091	-	-	-	-	(3,966,113)	5,542,317
<b>Total property, plant and equipment, infrastructure</b>	<b>637,096,890</b>	<b>26,177,304</b>	<b>1,354,881</b>	<b>(17,523,090)</b>	<b>(648,545)</b>	<b>3,338,306</b>	<b>-</b>	<b>649,795,746</b>

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 transfers from W.I.P	Balance at end of financial year
	\$	\$	\$	\$	\$	\$	\$	\$
<b>Property</b>								
Land	79,750,443	30,000	14,475,430			303,525		94,559,398
Land under roads	1,118,214					513,924		1,632,138
Land improvements	15,459,878	3,136,995	(396)	(1,056,970)			2,934,359	20,473,866
<b>Total Land</b>	<b>96,328,535</b>	<b>3,166,995</b>	<b>14,475,034</b>	<b>(1,056,970)</b>	<b>-</b>	<b>817,449</b>	<b>2,934,359</b>	<b>116,665,402</b>
Buildings	92,577,331	8,064,831	(1,370,487)	(2,513,431)			10,833,028	107,591,272
Heritage assets	2,349,651		411,325	(22,056)				2,738,920
<b>Total Buildings</b>	<b>94,926,982</b>	<b>8,064,831</b>	<b>(959,162)</b>	<b>(2,535,487)</b>	<b>-</b>	<b>-</b>	<b>10,833,028</b>	<b>110,330,192</b>
<b>Total Property</b>	<b>191,255,517</b>	<b>11,231,826</b>	<b>13,515,872</b>	<b>(3,592,457)</b>	<b>-</b>	<b>817,449</b>	<b>13,767,387</b>	<b>226,995,594</b>
<b>Plant and equipment</b>								
Plant, machinery and equipment	5,440,133	1,136,524		(1,218,452)	(321,051)			5,037,154
Furniture, equipment and computers	5,937,060	1,528,727		(1,542,819)	(2,355)		190,206	6,110,819
Art collection and regalia	13,144,798	152,377						13,297,175
<b>Total Plant and equipment</b>	<b>24,521,991</b>	<b>2,817,628</b>	<b>-</b>	<b>(2,761,271)</b>	<b>(323,406)</b>	<b>-</b>	<b>190,206</b>	<b>24,445,148</b>
<b>Infrastructure</b>								
Infrastructure	374,411,205	13,826,447		(12,559,049)		1,395,031	1,779,175	378,852,809
<b>Total Infrastructure</b>	<b>374,411,205</b>	<b>13,826,447</b>	<b>-</b>	<b>(12,559,049)</b>	<b>-</b>	<b>1,395,031</b>	<b>1,779,175</b>	<b>378,852,809</b>
<b>Works in progress</b>								
Works in progress	18,669,229	3,870,878					(15,736,768)	6,803,339
<b>Total Works in progress</b>	<b>18,669,229</b>	<b>3,870,878</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(15,736,768)</b>	<b>6,803,339</b>
<b>Total property, plant and equipment, infrastructure</b>	<b>608,857,942</b>	<b>31,746,779</b>	<b>13,515,872</b>	<b>(18,912,777)</b>	<b>(323,406)</b>	<b>2,212,480</b>	<b>-</b>	<b>637,096,890</b>

	2012 \$	2011 \$
<b>Note 21</b>		
<b>Trade and other payables</b>		
<b>Current</b>		
Trade payables	727,005	2,108,670
Cosgrove landfill	101,816	94,991
Payroll deductions	242,851	-
Other payables	(87,710)	131,002
Accrued expenses	4,423,801	5,410,263
	<u>5,407,763</u>	<u>7,744,926</u>
<b>Non-current</b>		
Cosgrove landfill	166,602	268,418
Defined Benefits Superannuation - GVRLC	239,655	-
Defined Benefits Superannuation - GSCC	5,631,820	-
	<u>6,038,077</u>	<u>268,418</u>
<b>Total</b>	<u>11,445,840</u>	<u>8,013,344</u>

<b>Note 22</b>	<b>Trust funds and deposits</b>		
	Refundable building deposits	9,179	(2,258)
	Refundable contract deposits	361,929	487,576
	Refundable landscaping deposits	20,930	-
	Refundable civic facilities deposits	15,271	6,080
	Refundable road crossing deposits	82,487	86,487
	Refundable security deposits	1,455,032	1,511,112
	Other refundable deposits	105,920	100,067
		<u>2,050,748</u>	<u>2,189,064</u>

<b>Note 23</b>	<b>Provisions</b>	<b>Annual leave</b>	<b>Long service leave</b>	<b>Total</b>
	<b>2012</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>
	Balance at beginning of the financial year	2,508,777	5,513,257	8,022,034
	Additional provisions	2,109,373	1,136,321	3,245,694
	Amounts used	(1,889,823)	(570,040)	(2,459,863)
	Balance at the end of the financial year	<u>2,728,327</u>	<u>6,079,538</u>	<u>8,807,865</u>
	<b>2011</b>			
	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>

	2012 \$	2011 \$
<b>(a) Employee benefits</b>		
<b>Current</b>		
Annual leave	2,728,328	2,508,777
Long service leave	5,171,780	4,781,478
	<u>7,900,108</u>	<u>7,290,255</u>
<b>Non-current</b>		
Long service leave	907,758	731,778
	<u>907,758</u>	<u>731,778</u>
Aggregate carrying amount of employee benefits:		
Current	7,900,108	7,290,255
Non-current	907,758	731,778
	<u>8,807,866</u>	<u>8,022,033</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	2.74%	4.90%

Council expects to pay no more than \$1,393,997 from Current Long Service Leave provision and no more than \$2,098,860 from Annual Leave provision, with those more than 12 months being discounted to present value in accordance with AASB119.

		2012 \$	2011 \$
<b>Note 24</b>	<b>Income received in advance</b>		
	Other	24,500	-
	Lease payments	162,006	158,614
	Aquatic memberships	60,861	59,423
		<u>247,367</u>	<u>218,037</u>

<b>Note 25</b>	<b>Interest bearing loans and borrowings</b>		
	<b>Current</b>		
	Borrowings - secured	<u>389,095</u>	<u>83,528</u>
	<b>Non-current</b>		
	Borrowings - secured	<u>15,224,794</u>	<u>12,824,518</u>
	<b>Total</b>	<u>15,613,889</u>	<u>12,908,046</u>

The maturity profile for Council's borrowings is:

Not later than one year	389,095	83,528
Later than one year and not later than five years	1,882,254	997,619
Later than five years	13,342,540	11,826,899
	<u>15,613,889</u>	<u>12,908,046</u>

<b>Note 26</b>	<b>Reserves</b>			
		<b>Balance at beginning of reporting period</b>	<b>Increment (decrement)</b>	<b>Balance at end of reporting period</b>
	<b>Asset revaluation reserve</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>
	<b>2012</b>			
	<b>Property</b>			
	Land	61,966,415	-	61,966,415
	Land improvements	100,911	-	100,911
	Buildings	18,018,126	-	18,018,126
	Other - incl Artwork & Regalia	10,475,242	1,354,881	11,830,123
		<u>90,560,694</u>	<u>1,354,881</u>	<u>91,915,575</u>
	<b>Infrastructure</b>			
	Infrastructure	268,060,212	-	268,060,212
		<u>268,060,212</u>	<u>-</u>	<u>268,060,212</u>
	<b>Total Asset revaluation reserve</b>	<u>358,620,906</u>	<u>1,354,881</u>	<u>359,975,787</u>
	<b>2011</b>			
	<b>Property</b>			
	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>
	<b>Infrastructure</b>			
	Infrastructure	268,060,212	-	268,060,212
		<u>268,060,212</u>	<u>-</u>	<u>268,060,212</u>
	<b>Total Asset revaluation reserve</b>	<u>345,105,034</u>	<u>13,515,872</u>	<u>358,620,906</u>

		2012 \$	2011 \$
<b>Note 27</b>	<b>Reconciliation of cash flows from operating activities to surplus(deficit)</b>		
	Surplus (deficit) for the year	11,425,986	8,669,911
	Depreciation/amortisation	17,523,090	18,912,777
	(Profit)/loss on disposal of assets	(1,109,939)	3,284
	Developer contributions - Non-monetary assets	(3,338,306)	(2,212,480)
	Investment in GV Regional Library Corporation	(127,362)	(157,400)
	<i>Change in assets and liabilities:</i>		
	(Increase)/decrease in trade and other receivables	1,294,469	(223,971)
	Increase/(decrease) in income received in advance	29,330	(34,559)
	Increase/(decrease) in Trust funds	(138,316)	(125,658)
	Increase/(decrease) in accrued income	169,020	(328,380)
	Increase/(decrease) in trade and other payables	3,079,930	(5,299,003)
	(Increase)/decrease in inventories	(4,572)	(3,146)
	Increase/(decrease) in provisions	785,833	897,328
	(Increase)/decrease in other assets	125,430	181,730
	Net cash provided by(used in) operating activities	<u>29,714,593</u>	<u>20,280,433</u>
<b>Note 28</b>	<b>Reconciliation of cash and cash equivalents</b>		
	Cash and cash equivalents (note 16)	<u>36,848,184</u>	<u>28,571,185</u>
		<u>36,848,184</u>	<u>28,571,185</u>
<b>Note 29</b>	<b>Financing arrangements</b>		
	Unused facilities	<u>470,000</u>	<u>470,000</u>
		<u>470,000</u>	<u>470,000</u>
<b>Note 30</b>	<b>Restricted assets</b>		
	Council has cash and cash equivalents (note 16) that are subject to restrictions. As at the reporting date, Council had restrictions relating to Grant Funding and to employee entitlements (Long Service Leave).		
	<b>Current</b>		
	Long service leave (note 16)	1,300,000	5,289,996
	Grants (note 6)	<u>10,317,656</u>	<u>1,803,340</u>
		<u>11,617,656</u>	<u>7,093,336</u>
	<b>Non-current</b>		
	Land and buildings on crown land	<u>52,233,676</u>	<u>53,164,365</u>
		<u>52,233,676</u>	<u>53,164,365</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 2011, Council makes the following contributions:-

- 9.25% of members' salaries (same as previous year);
- additional contributions to cover the excess of the benefits paid as a consequence of retrenchment above the funded resignation or retirement benefit (the funded resignation or retirement benefit is calculated as the VBI multiplied by the benefit), plus contributions tax (effective from 1 October 2012 - further details to be provided); and
- a top-up contribution towards the \$453 million (plus contributions tax) payable on 1 July 2013.

The Local Authorities Superannuation Fund latest 31 December 2011 actuarial investigation identified an unfunded liability of \$406 million excluding the contributions tax in the defined benefit fund of which we are a member.

A call to Employers for additional contributions was made for the financial year ending 30 June 2012 with commitment from Employers from 1 July 2013.

Council was made aware of the expected short fall through the year and was formally informed of their share of the short fall in July 2012 which amounted to \$5,631,819.96 including contribution tax. Council have not yet considered their options for repayment of the shortfall.

Council has accounted for this short fall in the Comprehensive Income Statement in Employee Benefit (See Note 9) and in the Balance Sheet under Non-Current Liabilities in Trade and Other Payables (See Note 21).

	2012	2011
Fund	\$	\$
<b>Defined benefit plans</b>		
Additional call to meet obligations in relation to Defined Benefit Plan	5,631,820	1,033,006
Employer contributions to Local Authorities Superannuation Fund (Vision Super)	305,472	299,190
	<u>5,937,292</u>	<u>1,332,196</u>
<b>Accumulation funds</b>		
Employer contributions to Local Authorities Superannuation Fund (Vision Super)	2,127,171	2,006,231
Employer contributions to Funds other than Vision Super	564,301	415,644
	<u>2,691,472</u>	<u>2,421,875</u>



Note 32

Commitments

The Council has entered into the following commitments

2012	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 \$
<b>Operating</b>					
Waste Management	3,146,000	1,335,000	1,075,000	-	5,556,000
Community	52,573	19,768	60,555	-	132,896
Aged and Disability Services	2,262,000	-	-	-	2,262,000
Saleyards	231,000	-	-	-	231,000
Consultancies	137,000	257,000	-	-	394,000
Planning	1,500	-	-	-	1,500
Construction	193,750	-	-	-	193,750
Hard & green waste collection	960,000	989,000	-	-	1,949,000
<b>Total</b>	<b>6,983,823</b>	<b>2,600,768</b>	<b>1,135,555</b>	<b>-</b>	<b>10,720,146</b>
<b>Capital</b>					
Construction	335,000	-	-	-	335,000
Information Technology	125,453	-	-	-	125,453
Planning	7,800	-	-	-	7,800
<b>Total</b>	<b>468,253</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>468,253</b>
<b>Total</b>	<b>7,452,076</b>	<b>2,600,768</b>	<b>1,135,555</b>	<b>-</b>	<b>11,188,399</b>

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 \$
<b>Operating</b>					
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	-	-	-	-	-
<b>Total</b>	<b>7,288,388</b>	<b>6,813,412</b>	<b>3,681,171</b>	<b>-</b>	<b>17,782,971</b>
<b>Capital</b>					
Construction	750,916	-	-	-	750,916
Plant and equipment	-	-	-	-	-
Planning	764,749	-	-	-	764,749
Roads	-	-	-	-	-
Waste Management	2,519,000	-	-	-	2,519,000
<b>Total</b>	<b>4,034,665</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>4,034,665</b>
<b>Total</b>	<b>11,323,053</b>	<b>6,813,412</b>	<b>3,681,171</b>	<b>-</b>	<b>21,817,636</b>

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):

	2012 \$	2011 \$
Not later than one year	991,683	780,549
Later than one year and not later than five years	795,976	449,748
	<u>1,787,659</u>	<u>1,230,297</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	282,080	520,331
Later than one year and not later than five years	715,172	883,398
Later than five years	-	286,441
	<u>997,252</u>	<u>1,690,170</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 statutory regulatory responsibilities, including issuing permit approvals, the Council can be exposed to claims and demands for damages allegedly arising due to advice given by Council Officers. The Council carries \$300 Million Professional Indemnity Insurance with an excess payment of \$10,000 per claim on this policy. The maximum liability for the Council in any single claim is the extent of its excess payment. Civic Mutual Plus (CMP) is the Council's primary insurer and under the terms and conditions of the 2012/2013 policy the Council is not aware of any pending or existing claims.

(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. The Council has previously lodged a Memorandum of Understanding (MOU) with the EPA making 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	Note	Accounting Policy	Terms and Conditions
<b>Financial assets</b>			
<b>Cash and cash equivalents</b>	16	<p>Cash on hand and at bank and money market call account are valued at face value.</p> <p>Investments and bills are valued at cost.</p> <p>Investments are held to maximise interest returns of surplus cash.</p> <p>Interest is recognised as it accrues.</p>	<p>On call deposits returned a floating interest rate of 4.23% (4.40% in 2010/2011). The interest rate at balance date was 3.40% (4.65% in 2010/2011).</p> <p>Funds returned fixed interest rate of between 5.17% (5.15% in 2010/2011), and 5.80% (5.80% in 2010/2011) net of fees.</p>
<b>Trade and other receivables</b>	17	<p>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.</p> <p>Collectibility of overdue accounts is assessed on an ongoing basis.</p>	<p>General debtors are unsecured. Credit terms are based on 30 days.</p>
<b>Financial liabilities</b>			
<b>Trade and other payables</b>	21	<p>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.</p>	<p>General Creditors are unsecured, not subject to interest charges and are normally settled within 30 days of invoice receipt.</p>
<b>Interest-bearing loans and borrowings</b>	25	<p>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.</p>	<p>Borrowings are secured by way of mortgages over the general rates of the Council.</p> <p>The weighted average interest rate on borrowings is 8.01% during 2011/2012 (7.97% in 2010/2011).</p>
<b>Trust funds and deposits</b>	22	<p>Funds held on behalf of third parties for various refundable deposits and are carried at nominal value.</p>	<p>Refundable to third party when deposit conditions are met.</p>
<b>Bank facility</b>	29	<p>Facilities are recognised at the principal amount. Interest is charged as an expense as it accrues.</p>	<p>The facility is subject to annual review.</p>

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:

2012

	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
	\$	\$	\$	\$	\$	\$
<b>Financial assets</b>						
Cash and cash equivalents	2,677,180	34,163,064	-	-	7,940	36,848,184
Trade and other receivables	-	-	-	-	1,959,757	1,959,757
<b>Total financial assets</b>	<b>2,677,180</b>	<b>34,163,064</b>	<b>-</b>	<b>-</b>	<b>1,967,697</b>	<b>38,807,941</b>
Weighted average interest rate	4.88%					
<b>Financial liabilities</b>						
Trade and other payables	-	101,816	6,038,077	-	5,305,947	11,445,840
Trust funds and deposits	-	-	-	-	2,050,748	2,050,748
Interest-bearing loans and borrowings	-	389,095	1,882,254	13,342,540	-	15,613,889
<b>Total financial liabilities</b>	<b>-</b>	<b>490,911</b>	<b>7,920,331</b>	<b>13,342,540</b>	<b>7,356,695</b>	<b>29,110,477</b>
Weighted average interest rate	8.01%					
Net financial assets (liabilities)	2,677,180	33,672,153	(7,920,331)	(13,342,540)	(5,388,998)	9,697,464

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
	\$	\$	\$	\$	\$	\$
<b>Financial assets</b>						
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
<b>Total financial assets</b>	<b>2,008,324</b>	<b>26,554,081</b>	<b>-</b>	<b>-</b>	<b>3,105,083</b>	<b>31,667,488</b>
Weighted average interest rate	5.64%					
<b>Financial liabilities</b>						
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
<b>Total financial liabilities</b>	<b>-</b>	<b>175,519</b>	<b>1,266,036</b>	<b>11,826,899</b>	<b>9,842,000</b>	<b>23,110,454</b>
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

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	
	2012	2011	2012	2011
	\$	\$	\$	\$
<i>(1) Financial assets</i>				
Cash and cash equivalents	36,848,184	28,571,185	36,848,184	28,571,185
Trade and other receivables	1,959,757	3,096,303	1,959,757	3,096,303
<b>Total financial assets</b>	<b>38,807,941</b>	<b>31,667,488</b>	<b>38,807,941</b>	<b>31,667,488</b>
<i>(2) Financial liabilities</i>				
Trade and other payables	11,445,840	8,013,344	11,445,840	8,013,344
Trust funds and deposits	2,050,748	2,189,064	2,050,748	2,189,064
Interest-bearing loans and borrowings	15,613,889	12,908,046	15,613,889	12,908,046
<b>Total Financial liabilities</b>	<b>29,110,477</b>	<b>23,110,454</b>	<b>29,110,477</b>	<b>23,110,454</b>
<b>Net Financial Assets</b>	<b>9,697,464</b>	<b>8,557,034</b>	<b>9,697,464</b>	<b>8,557,034</b>

(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 at fixed rates so we are not exposed to fair value interest rate risk.

Our loan borrowings are sourced from major Australian banks by a tender process. Finance leases are sourced from major Australian financial institutions. Overdrafts are arranged with major Australian banks. We manage interest rate risk on our net debt portfolio by:

- ensuring access to diverse sources of funding;
- reducing risks of refinancing by managing in accordance with target maturity profiles; and
- setting prudential limits on interest repayments as a percentage of rate revenue.

We manage the interest rate exposure on our debt portfolio by appropriate budgeting strategies and obtaining approval for borrowings from the Department of Planning and Community Development each year.

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 Council's exposure to liquidity risk is deemed insignificant based on prior period's 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 5.17% (2010/11, 5.64%).

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
2012	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Financial assets:</b>					
Cash and cash equivalents	36,840,244	(368,402)	(368,402)	736,805	736,805
<b>Financial liabilities:</b>					
Interest-bearing loans and borrowings	15,613,889	156,139	156,139	(312,278)	(312,278)
2011	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Financial assets:</b>					
Cash and cash equivalents	28,562,405	(285,624)	(285,624)	571,248	571,248
<b>Financial liabilities:</b>					
Interest-bearing loans and borrowings	12,908,046	129,080	129,080	(258,161)	(258,161)

**Note 36**

**Auditors remuneration**

	2012	2011
	\$	\$
Audit fee to conduct external audit - Victorian Auditor-General	62,304	58,740
Internal audit fees - Pitcher Partners Consulting	99,949	100,714
	162,253	159,454

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:

<b>Councillors</b>	Michael Polan (Mayor)
	Kevin Ryan
	Jenny Houlihan
	Chris Hazelman
	Milvan Muto
	Cherie Crawford
	Geoff Dobson

<b>* Chief Executive Officer</b>	Julie Salomon (Acting) until Monday 16th January, 2012
	Gavin Cator from Tuesday 17th January, 2012

(ii) Remuneration of Responsible Persons

The numbers of Responsible Officers, whose total remuneration from Council and any related entities fall within the following bands:

	2012 No.	2011 No.
\$10,000 - \$19,999		
\$20,000 - \$29,999	5	6
\$30,000 - \$39,999		
\$40,000 - \$49,999	1	
\$50,000 - \$59,999	1	
\$70,000 - \$79,999		1
\$120,000 - \$129,999	1	-
\$290,000 - \$299,999		1
	<u>8</u>	<u>8</u>
<i>* CEO's role was shared during the 2011/12 financial year by Julie Salomon (Acting) and Gavin Cator. Only Gavin Cator's details are reflected in the above table. Julie Salomon's remuneration is reflected in the Senior Officer's Remuneration table.</i>		
	\$	\$
Total remuneration for the reporting year for Responsible Persons included above amounted to:	<u>341,601</u>	<u>494,816</u>

(iii) No retirement benefits have been made by the Council to a Responsible Person during the reporting year. (2010/11, Nil).

(iv) No loans have been made, guaranteed or secured by the Council to a Responsible Person during the reporting year (2010/11, 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 (2010/11, Nil).

Note 37

Related party transactions (cont.)

(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 \$127,000.

Income Range:	2012 No.	2011 No.
\$120,000 - \$129,999	-	2
\$130,000 - \$139,999	4	4
\$140,000 - \$149,999	1	3
\$150,000 - \$159,999	2	2
\$160,000 - \$169,999	1	-
\$170,000 - \$179,999	-	-
\$180,000 - \$189,999	-	1
\$190,000 - \$199,999	1	1
\$200,000 - \$209,999	-	-
\$210,000 - \$219,999	2	2
\$220,000 - \$229,999	1	-
	<u>12</u>	<u>15</u>
	\$	\$
Total remuneration for the reporting year for Senior Officers included above amounted to :	<u>1,999,251</u>	<u>2,354,258</u>

(vii) Other transactions

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 were \$150 (\$390 in 2010/11).

Councillor Chris Hazelman held a beneficial interest with Harness Racing Victoria. There were no transactions for the 2011/12 financial year (\$0 in 2010/11).

Councillor Chris hazelman held office as a director with 'Chris Hazelman Consulting'. There were no transactions for the 2011/12 financial year (\$0 in 2010/11).

Councillor Jenny Houlihan held the position of Chairperson with Centrepoint Body Corporate. There were no transactions for the 2011/12 financial year (\$0 in 2010/11).

Councillor Jenny Houlihan held a beneficial interest in local business, 'The Living Room'. There were no transactions for the 2011/12 financial year (\$0 in 2010/11).

Councillor Kevin Ryan held office with Merrigum Enterprises and the Tatura Caravan Park. There were no transactions for either in the financial year (\$0 in 2010/11).

Councillor Geoff Dobson held office with the following bodies. 'Shepparton Access Foundation' - the value of transactions for the 2011/12 financial year were \$55,000 (\$0 in 2010/11); 'Kaiela Institute' - the value of transactions were \$31,312 (\$0 in 2010/11); and 'Terenway Pty Ltd' - the value of transactions were \$4,079 (\$34,224 in 2010/11).

Councillor Milvan Muto is secretary of the board of the Shepparton Hotel. Their were no transactions for the financial year (\$0 in 2010/11).



Note 38

Revenue, expenses and assets by functions/activities

2012	Community Life	Economic Development	Infrastructure	Environment	Settlement & Housing	Council Organisation and Management	Total
	\$	\$	\$	\$	\$	\$	\$
<b>REVENUE</b>							
Grants (note 6)	10,594,652	463,877	3,739,271	1,002,887	2,098,743	13,405,700	31,305,130
Other	7,777,927	4,321,678	7,729,420	11,243,262	5,108,892	54,055,893	90,237,072
<b>TOTAL</b>	<b>18,372,579</b>	<b>4,785,555</b>	<b>11,468,691</b>	<b>12,246,149</b>	<b>7,207,635</b>	<b>67,461,593</b>	<b>121,542,202</b>
<b>EXPENSES</b>	<b>34,697,010</b>	<b>6,892,598</b>	<b>26,975,677</b>	<b>11,065,843</b>	<b>5,946,189</b>	<b>18,501,282</b>	<b>104,078,599</b>
<b>TOTAL</b>	<b>34,697,010</b>	<b>6,892,598</b>	<b>26,975,677</b>	<b>11,065,843</b>	<b>5,946,189</b>	<b>18,501,282</b>	<b>104,078,599</b>
<b>SURPLUS(DEFICIT) FOR THE YEAR</b>	<b>(16,324,431)</b>	<b>(2,107,043)</b>	<b>(15,506,986)</b>	<b>1,180,306</b>	<b>1,261,446</b>	<b>48,960,311</b>	<b>17,463,603</b>
<b>ASSETS ATTRIBUTED TO FUNCTIONS/ACTIVITIES*</b>	<b>167,001,506</b>	<b>32,961,119</b>	<b>362,810,122</b>	<b>72,769,764</b>	<b>15,167,029</b>	<b>42,993,401</b>	<b>693,702,941</b>

2011	Community Life	Economic Development	Infrastructure	Environment	Settlement & Housing	Council Organisation and Management	Total
	\$	\$	\$	\$	\$	\$	\$
<b>REVENUE</b>							
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
<b>TOTAL</b>	<b>18,273,005</b>	<b>4,523,466</b>	<b>11,114,652</b>	<b>10,470,719</b>	<b>3,838,240</b>	<b>60,572,882</b>	<b>108,792,964</b>
<b>EXPENSES</b>	<b>32,367,314</b>	<b>6,385,860</b>	<b>28,109,874</b>	<b>10,043,667</b>	<b>5,378,947</b>	<b>17,837,391</b>	<b>100,123,053</b>
<b>TOTAL</b>	<b>32,367,314</b>	<b>6,385,860</b>	<b>28,109,874</b>	<b>10,043,667</b>	<b>5,378,947</b>	<b>17,837,391</b>	<b>100,123,053</b>
<b>SURPLUS(DEFICIT) FOR THE YEAR</b>	<b>(14,094,309)</b>	<b>(1,862,394)</b>	<b>(16,995,222)</b>	<b>427,052</b>	<b>(1,540,707)</b>	<b>42,735,491</b>	<b>8,669,911</b>
<b>ASSETS ATTRIBUTED TO FUNCTIONS/ACTIVITIES*</b>	<b>163,515,712</b>	<b>26,805,094</b>	<b>360,636,234</b>	<b>71,575,397</b>	<b>15,263,187</b>	<b>36,540,015</b>	<b>674,335,639</b>

\*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)

2012

2011

2010

(a) **Debt servicing ratio** (to identify the capacity of Council to service its outstanding debt)

$$\frac{\text{Debt servicing costs}}{\text{Total revenue}} = \frac{1,033,763}{111,762,418} = 0.92\% \quad \frac{483,500}{99,058,782} = 0.49\% \quad \frac{0}{94,257,643} = 0.00\%$$

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)

$$\frac{\text{Debt servicing \& redemption costs}}{\text{Rate revenue}} = \frac{1,327,920}{54,074,349} = 2.46\% \quad \frac{565,454}{49,921,586} = 1.13\% \quad \frac{0}{45,814,785} = 0.00\%$$

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)

$$\frac{\text{Rate revenue}}{\text{Total revenue}} = \frac{54,074,349}{111,762,418} = 48.38\% \quad \frac{49,921,586}{99,058,782} = 50.40\% \quad \frac{45,814,785}{94,257,643} = 48.61\%$$

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)

$$\frac{\text{Total indebtedness}}{\text{Total realisable assets}} = \frac{34,814,962}{254,481,173} = 1:8.8 \quad \frac{23,871,464}{233,196,534} = 1:9.8 \quad \frac{18,735,120}{223,346,553} = 1:11.9$$

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)

$$\frac{\text{Current assets}}{\text{Current liabilities}} = \frac{41,757,908}{15,995,081} = 2.6:1 \quad \frac{34,774,685}{17,525,810} = 2.0:1 \quad \frac{35,445,106}{20,926,204} = 1.7:1$$

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, 136, 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"> <li>* simplifying the classifications of financial assets into those carried at amortised cost and those carried at fair value;</li> <li>* removing the tainting rules associated with held-to-maturity assets;</li> <li>* simplifying the requirements for embedded derivatives;</li> <li>* removing the requirements to separate and fair value embedded derivatives for financial assets carried at amortised cost;</li> <li>* 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;</li> <li>* 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"> <li>a. the objective of the entity's business model for managing the financial assets; and</li> <li>b. the characteristics of the contractual cash flows.</li> </ul> </li> </ul>	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 2011-3 Amendments to Australian Accounting Standards - Orderly Adoption of Changes to the ABS GFS Manual and Related Amendments	These standards are aimed at limiting certain recognition and measurement options to align with GFS, and supplemented by additional disclosures.	Applicable for annual reporting periods commencing on or after 1 July 2011.	These amendments are not expected to impact Council
Key Characteristics of the Public Sector with Potential Implications for Financial Reporting	These standards detail with numerous non-urgent but necessary changes to accounting standards arising from the IASB's annual improvements project.	Applicable for annual reporting periods commencing on or after 1 January 2011.	These amendments are not expected to impact Council
Amendments to Australian Accounting Standards - Financial Instruments: Disclosures, Recognition and Measurement [AASB 7, 139]	These standards detail the proposed changes to be made to the recognition, disclosure and measurement of impairment of financial instruments.	Applicable for annual reporting periods commencing on or after 1 July 2011 but before 1 July 2012.	These amendments are not expected to impact Council
AASB 2010-9: 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 2011.	These amendments are not expected to impact Council
AASB 2010-10: 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 instrument 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 2011.	These amendments are not expected to impact Council

## **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.

**G Cator**  
**PRINCIPAL ACCOUNTING OFFICER**  
**and CHIEF EXECUTIVE OFFICER**

**Date :**

DRAFT

In our opinion the accompanying financial statements present fairly the financial transactions of Greater Shepparton City Council for the year ended 30 June 2012 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 18th September 2012 to certify the financial statements in their final form.

**M Polan (Mayor)**  
**COUNCILLOR**

**Date :**

**C Hazelman (Deputy Mayor)**  
**COUNCILLOR**

**Date :**

**STANDARD INCOME STATEMENT**  
**FOR THE YEAR ENDED 30 JUNE 2012**

	Budget 2011/2012 \$	Variances \$ %	Note	Actuals 2011/2012 \$
<b>Revenue</b>				
Rates and Charges	53,480,000	175,160	0.3	53,655,160
Operating Grants and Contributions	18,525,000	6,854,526	37.0 1	25,379,526
Capital Grants and Contributions	5,860,000	5,420,074	92.5 2	11,280,074
Interest	1,477,000	177,963	12.0 3	1,654,963
User Charges	12,537,000	422,036	3.4	12,959,036
Statutory Fees	2,417,000 -	277,481	(11.5) 4	2,139,519
Proceeds from Sale of Assets	1,514,000 -	12,067	(0.8)	1,501,933
Other	1,100,000	402,965	36.6 5	1,502,965
Parking Fees and Fines	1,930,000 -	73,744	(3.8)	1,856,256
Rent	638,000	82,331	12.9 6	720,331
<b>Total Revenue</b>	<b>99,478,000</b>	<b>13,171,763</b>	<b>13.2</b>	<b>112,649,763</b>
<b>Expenses</b>				
Employee Benefits	35,839,000	5,880,031	16.4 7	41,719,031
Materials and Consumables	25,969,000	1,548,105	6.0	27,517,105
External Contracts	10,641,000 -	440,005	(4.1)	10,200,995
Utilities	2,424,000 -	88,013	(3.6)	2,335,987
Borrowing Costs	1,115,000 -	59,020	(5.3)	1,055,980
Depreciation and Amortisation	18,651,000 -	1,127,910	(6.0)	17,523,090
Written Down Value of Assets Sold	184,000	687,589	373.7 8	871,589
<b>Total Expenses</b>	<b>94,823,000</b>	<b>6,400,777</b>	<b>6.8</b>	<b>101,223,777</b>
<b>Net surplus(deficit) from operations</b>	<b>4,655,000</b>	<b>6,770,986</b>	<b>145.5</b>	<b>11,425,986</b>

**STANDARD BALANCE SHEET**  
**FOR THE YEAR ENDED 30 JUNE 2012**

	Budget 2011/2012		Variances		Note	Actuals 2011/2012
	\$	\$	\$	%		\$
<b>Current Assets</b>						
Cash	\$ 3,234,000	-\$ 548,880		-16.97%	9	\$ 2,685,120
Receivables	\$ 5,402,000	-\$ 982,403		-18.19%	10	\$ 4,419,597
Investments	\$ 17,293,000	\$ 16,870,064		97.55%	11	\$ 34,163,064
Other	\$ 492,000	-\$ 1,873		-0.38%		\$ 490,127
Non current assets held for resale	\$ 72,000	-\$ 72,000		-100.00%	12	\$ -
<b>Total assets</b>	<b>\$ 26,493,000</b>	<b>\$ 15,264,908</b>		<b>57.62%</b>		<b>\$ 41,757,908</b>
<b>Non Current Assets</b>						
Receivables	\$ 8,000	-\$ 8,000		-100.00%	13	\$ -
Infrastructure etc	\$ 675,373,000	-\$ 25,577,254		-3.79%		\$ 649,795,746
Other	\$ 2,386,000	\$ 2,942		0.12%		\$ 2,388,942
<b>Total Non Current Assets</b>	<b>\$ 677,767,000</b>	<b>-\$ 25,582,312</b>		<b>-3.77%</b>		<b>\$ 652,184,688</b>
<b>TOTAL ASSETS</b>	<b>\$ 704,260,000</b>	<b>-\$ 10,317,404</b>		<b>-1.46%</b>		<b>\$ 693,942,596</b>
<b>Current Liabilities</b>						
Payables	\$ 11,371,000	-\$ 5,963,237		-52.44%	14	\$ 5,407,763
Interest Bearing Liabilities	\$ 384,000	\$ 5,095		1.33%		\$ 389,095
Trust Funds	\$ 2,386,000	-\$ 335,252		-14.05%	15	\$ 2,050,748
Employee Benefits	\$ 6,473,000	\$ 1,427,108		22.05%	16	\$ 7,900,108
Other	\$ 335,000	-\$ 87,633		-26.16%	17	\$ 247,367
<b>Total Current Liabilities</b>	<b>\$ 20,949,000</b>	<b>-\$ 4,953,919</b>		<b>-23.65%</b>		<b>\$ 15,995,081</b>
<b>Non Current Liabilities</b>						
Payables	\$ 363,000	\$ 5,675,077		1563.38%	18	\$ 6,038,077
Employee Benefits	\$ 711,000	\$ 196,758		27.67%	19	\$ 907,758
Interest Bearing Liabilities	\$ 15,231,000	-\$ 6,206		-0.04%		\$ 15,224,794
<b>Total Non Current Liabilities</b>	<b>\$ 16,305,000</b>	<b>\$ 5,865,629</b>		<b>35.97%</b>		<b>\$ 22,170,629</b>
<b>TOTAL LIABILITIES</b>	<b>\$ 37,254,000</b>	<b>\$ 911,710</b>		<b>2.45%</b>		<b>\$ 38,165,710</b>
<b>NET ASSETS</b>	<b>\$ 667,006,000</b>	<b>-\$ 11,229,114</b>		<b>-1.68%</b>		<b>\$ 655,776,886</b>
<b>Represented By:</b>						
Accumulated Surplus	\$ 289,901,000	\$ 5,900,099		2.04%		\$ 295,801,099
Reserves	\$ 377,105,000	-\$ 17,129,213		-4.54%		\$ 359,975,787
<b>TOTAL EQUITY</b>	<b>\$ 667,006,000</b>	<b>-\$ 11,229,114</b>		<b>-1.68%</b>		<b>\$ 655,776,886</b>

# STANDARD CASH FLOW STATEMENT

## FOR THE YEAR ENDED 30 JUNE 2012

	Budget 2011/2012 \$		Variances \$ %	Note	Actuals 2011/2012 \$
Receipts from customers	72,102,000	-	3,924,752 5.44%		76,026,752
Payments to suppliers	- 75,057,000	-	2,975,206 3.96%		- 78,032,206
<b>Net cash inflow/(outflow) from customers/suppliers</b>	<b>- 2,955,000</b>	<b>-</b>	<b>949,546 -32.13%</b>		<b>- 2,005,454</b>
Interest received	1,477,000	-	192,630 -13.04%	20	1,284,370
Government receipts	21,433,000	-	9,869,040 46.05%	21	31,302,040
Other	- 1,160,000	-	293,637 -25.31%	22	- 866,363
<b>Net cash inflow/(outflow) from operating activities</b>	<b>18,795,000</b>	<b>10,919,593</b>	<b>58.10%</b>		<b>29,714,593</b>
<b>Cash inflows from investing activities</b>					
Proceeds from sale of property, plants and equipment, infrastructure	1,514,000	-	22,963 1.52%		1,536,963
Payments for sale of property, plants and equipment, infrastructure	- 32,935,000	-	7,254,600 -22.03%	23	- 25,680,400
<b>Net cash inflow/(outflow) from investing activities</b>	<b>- 31,421,000</b>	<b>-</b>	<b>7,277,563 -23.16%</b>		<b>- 24,143,437</b>
<b>Cash inflows from financing activities</b>					
Proceeds from interest bearing borrowings	3,000,000	-	- 0.00%		3,000,000
Repayment of interest bearing borrowings	- 293,000	-	1,157 0.39%		- 294,157
<b>Net cash inflow/(outflow) from financing activities</b>	<b>2,707,000</b>	<b>-</b>	<b>1,157 -0.04%</b>		<b>2,705,843</b>
<b>Net increase/(decrease) in cash and cash equivalents</b>	<b>- 9,919,000</b>	<b>18,195,999</b>	<b>-183.45%</b>		<b>8,276,999</b>
Cash and cash equivalents at the beginning of the year	30,446,000	-	1,874,815 -6.16%		28,571,185
<b>Cash and cash equivalents at the end of the year</b>	<b>20,527,000</b>	<b>16,321,184</b>	<b>79.51%</b>		<b>36,848,184</b>

# STANDARD CAPITAL WORKS STATEMENT

## FOR THE YEAR ENDED 30 JUNE 2012

Capital Works Area	Budget	Variances		Note	Actuals
	2011/2012				2011/2012
	\$	\$	%		\$
Roads	11,802,000	- 3,099,209	-26.26%		8,702,791
Drainage	4,447,000	- 2,160,302	-48.58%		2,286,698
Open Space	5,381,000	- 2,066,388	-38.40%		3,314,612
Buildings	3,754,000	3,476,977	92.62%		7,230,977
Plant, equipment and other	2,919,000	100,965	3.46%		3,019,965
Waste Management	2,248,000	- 1,094,656	-48.69%		1,153,344
Other	2,384,000	- 1,915,083	-80.33%		468,917
<b>Total capital works</b>	<b>32,935,000</b>	<b>- 6,757,696</b>	<b>-20.52%</b>		<b>\$ 26,177,304</b>

### Represented by:

Renewal	17,326,000	- 3,728,347	-21.52%		13,597,653
Upgrade/Expansion	4,600,000	4,809,477	104.55%		9,409,477
New	11,009,000	- 7,838,826	-71.20%		3,170,174
<b>Total capital works</b>	<b>32,935,000</b>	<b>- 6,757,696</b>	<b>-20.52%</b>		<b>\$ 26,177,304</b>

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Property, plant and equipment, infrastructure movement reconciliation worksheet	Budget	Variances		Note	Actuals
	2011/2012				2011/2012
	\$	\$	%		\$

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	32,935,000	- 6,757,696	-20.52%	24	26,177,304
Asset revaluation movement	16,000,000	- 14,645,119	-91.53%	25	1,354,881
Depreciation and amortisation	- 18,651,000	1,127,910	-6.05%		- 17,523,090
WDV of assets sold	- 184,000	687,589	373.69%	26	- 871,589
Contributed Assets	3,000,000	338,305	11.28%	27	3,338,305
<b>Net movement in property, plant and equipment, infrastructure</b>	<b>33,100,000</b>	<b>- 20,624,189</b>	<b>-62.31%</b>		<b>12,475,811</b>



## 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 28 June 2011. 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.

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## 2. EXPLANATION OF MATERIAL VARIANCES

NOTE	ITEM	EXPLANATION
<b>STANDARD INCOME STATEMENT - INCOME</b>		
1	Operating Grants and Contributions	Funding and contributions received in advance or above budget expectations include Grant Commission Funding of \$5.34m
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 Building Better Regional Cities grant \$2.00m, Local Government Investment Pool funding \$1.99m and Art Museum Upgrade funding of \$900k.
3	Interest	Treasury investments earned \$156k greater than expected mostly due to larger amounts invested.
4	Statutory Fees	Building and Planning fees/fines were \$83k lower than budgeted, whilst cat and dog registrations were \$138k behind budget.

- |   |       |  |
|---|-------|--|
| 5 | Other | Share of profit on Library \$127k. Also includes \$402k resulting from maintenance and closure of aged, incomplete and unrequired purchase orders. |
| 6 | Rent  | Business Centre rental income reported \$43k of unbudgeted income. Additional income was also received for General Leases \$38k.                   |

#### STANDARD INCOME STATEMENT - EXPENSE

- |   |                                   |  |
|---|-----------------------------------|--|
| 7 | Employee Benefits                 | Inclusion of \$5,631,820 for Greater Shepparton City Council's portion of Vision Super's unfunded Defined Benefits superannuation, and \$239,655 as share of Library's liability for the same. |
| 8 | Written Down Value of Assets Sold | Disposal of assets was \$6k more than expected due to an unbudgeted property sale and the timing of vehicles being sold.   |

#### STANDARD BALANCE SHEET - CURRENT ASSETS

- |    |                                    |  |
|----|------------------------------------|--|
| 9  | Cash                               | Timing of creditor payments and debtor receipts.   |
| 10 | Receivables                        | Increased focus on collections for both Trade and Rates Debtors. Includes payment by Administrator of \$700k for liquidated company. |
| 11 | Investments                        | Surplus funds invested due to receiving 2012/13 grants and funds in advance. Refer notes 1 and 2.                                    |
| 12 | Non current assets held for resale | Budgeted land sale occurred in last financial year after budget had been adopted.  |

#### STANDARD BALANCE SHEET - NON-CURRENT ASSETS

- |    |             |                             |
|----|-------------|-----------------------------|
| 13 | Receivables | Nil balance as at year end. |
|----|-------------|-----------------------------|

#### STANDARD BALANCE SHEET - CURRENT LIABILITIES

- |    |                   |   |
|----|-------------------|---|
| 14 | Payables          | Timing. Large payment run made the last working day of the month and payments more streamlined due to better use of electronic purchase order system. |
| 15 | Trust funds       | Holdings are down in line with incompleting capital works program.  |
| 16 | Employee Benefits | Both Annual and Long Service Leave provisions have been impacted by the fall in current interest rates and its impact on future discount rates.       |
| 17 | Other             | Timing difference Tax and Deductions.   |

#### STANDARD BALANCE SHEET - NON-CURRENT LIABILITIES

- |    |                   |   |
|----|-------------------|---|
| 18 | Payables          | Includes \$5.63m Unfunded Superannuation liability.                           |
| 19 | Employee Benefits | Falling interest rates have affected the discount rate applied to provisions. |

#### CASH FLOW STATEMENT

- |    |                     |   |
|----|---------------------|---|
| 20 | Interest Received   | Timing issue in interest received \$194k. |
| 21 | Government Receipts | As per Notes 1 & 2.                       |
| 22 | Other               | Timing of interest payments.              |

- 23    Payments PP&E                      Capital Works program incomplete by \$6.8m.

**PROPERTY PLANT AND EQUIPMENT RECONCILIATION**

- 24    Total Capital Works                      Capital works program for 2011/2012 was not completed. Mooroopna West Precinct Floodway \$1.35m, Tatura Flood Mitigation \$545k, Land purchases \$330k, GV Freight Hub Stage 1 \$320k, Raftery Road reconstruction \$284k, Shepparton Town Entries program \$165k, Isobel Pearce Extension and Senior Citizens upgrade \$153k.
- 25    Asset revaluation                      Some planned asset revaluations did not go ahead this year. The Art collection was revalued.
- 26    Written down value of assets sold                      More property was sold than anticipated.
- 27    Contributed Assets                      More contributed assets were received than anticipated.

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# Greater Shepparton City Council

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## Certification of the Standard Statements for the year ended 30 June 2012

In my opinion, the accompanying standard statements of Greater Shepparton City Council for the year ended 30 June 2012 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*.

**G Cator**  
**PRINCIPAL ACCOUNTING OFFICER**  
**and CHIEF EXECUTIVE OFFICER**

**Date:**

In our opinion, the accompanying standard statements of Greater Shepparton City Council for the year ended 30 June 2012 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 18 September 2012 were authorised by the Council to certify the standard statements in its final form on behalf of the Council.

**M Polan (Mayor)**  
**COUNCILLOR**

**Date:**

**C Hazelman (Deputy Mayor)**  
**COUNCILLOR**

**Date:**

## 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 2011-2012 budget compared to actual results for the year.

Key Strategic Activity	Target Performance	Target Date	How Targets Reported	Target Met	Comments
<b>Settlement and Housing</b>					
Revitalise and promote the Shepparton CBD as the region's premier retail entertainment destination.	Continue to pursue the implementation of the CBD Strategy and focus on achieving short term actions as listed in the Council Plan.	Jun-12	Report to Council	Met	<p>Redevelopment plans for Vaughan/Maude Street precinct have been prepared.</p> <p>Extended retail trading hour promotion held in the CBD on Saturday's over the summer.</p> <p>The Showgrounds continue to be redeveloped in accordance with the masterplan.</p> <p><i>The following items have not been included in a Report to Council.</i></p> <p>A draft activity centre zone has been drafted to implement the design guidelines proposed in the CBD Strategy.</p> <p>Stage 1 of Queens Gardens masterplan has been implemented.</p>
Encourage innovative, appropriate, sustainable and affordable housing solutions.	Implement recommendations from the Housing Strategy, which is scheduled to be endorsed by Council in May 2011.	Jun-12	Report to Council	Not Met	<p>Housing Working Group established. Implementation plan has been developed. Some funding has been secured.</p> <p>Housing Strategy incorporated into Greater Shepparton Planning Scheme and preparation progressing with implementation and/or preparation/revision of five growth corridors.</p> <p>Investigation progressing into numerous residential proposals.</p> <p>An Annual Report is being prepared to present consolidated information regarding Housing Strategy.</p>
<b>Community Life</b>					
Embrace and strengthen cultural harmony and diversity.	Adopt a Safer City Strategy 2011-2014.	Jun-12	Council meeting minutes	Met	On 21 June 2011 Council adopted the Safer City Strategy for the CBD and Victoria Park Lake Precinct.
Provide a safe and family friendly community.	Commence implementation of the outcome of the Community Safety Plan through the Community Safety Committee.	Dec-11	Council meeting minutes	Met	Safer City Strategy is currently being implemented. The Greater Shepparton Safe Communities Advisory Committee meet quarterly to support implementation.

Environment					
Enhance the community's use and appreciation of the Goulburn and Broken Rivers.	Implement recommendations from the RiverConnect Strategy, which is scheduled to be endorsed by Council in May 2011.	Jun-12	Report to Council	Met	RiverConnect Strategic Plan was endorsed by Council in May 2011. Recommendations are currently being implemented and are overseen (and supported) by the Implementation Advisory Committee.
Promote and demonstrate environmental sustainability.	Adopt an Environment and Sustainability Strategy.	Dec-11	Council meeting minutes	Not Met	The Environmental and Sustainability Strategy is still in the development stage and is now due to go before Council in April 2013.
Economic Development					
Establish the Goulburn Valley Freight Logistics Centre to improve the efficiencies and competitiveness of regional business.	Complete detailed design for Stage 2.	Jun-12	Report to Council	Not Met	Completion of design consultant contract has experienced delays. Submission to council expected by December 2012.
Council Organisation and Management					
Responsible management of resources.	Achievement of the operation result within 10% of the budgeted result excluding extraordinary items and depreciation.	Jun-12	Financial Statements	Not Met	Receival of 2012/13 funding in advance totals \$9,330,000. Partially offset by Defined Benefits unfunded superannuation expense \$5,632,000, but still a significantly favourable excess to budget.
Working capital ratio.	Current assets to current liabilities 2.0:1.	Jun-12	Financial Statements	Met	Based on Currents Assets of \$41,757,908 and Current Liabilities of \$15,995,081, Council's result shows a 2.6 : 1 Working Capital Ratio.
Rates, fees and charges outstanding.	3% outstanding at 30 June 2012.	Jun-12	Financial Statements	Not Met	3.78% remained outstanding as at 30 June 2012. Result unfavourably impacted by debt collection processes being placed 'on hold' for a six week period after March flood event.
Infrastructure					
Undertake beautification works for the main streets and entrances to urban areas and townships.	A landscape Strategy for Numurkah Rd is in progress. Council has conducted public consultation and had discussions with Vic Roads. A member of the public has offered to head a corridor landscape interest group.	Jun-12	Report to Council	Not Met	<p>A report has not been made to Council.</p> <p>Works completed in 2011/12 include:</p> <ul style="list-style-type: none"> <li>• Installation of Undera Town Entry Signs</li> <li>• Stage 1 Landscaping of Shepparton Southern town entry.</li> <li>• Design and Consultation for landscaping of Shepparton Northern and Eastern town entries.</li> <li>• Design and consultation for town entry signs at Toolamba and Murchison.</li> <li>• Update to Tatura town entry signs.</li> </ul>

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# Greater Shepparton City Council

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## Certification of the Performance Statement for the year ended 30 June 2012

In our opinion, the accompanying Performance Statement of the Greater Shepparton City Council in respect of the 2011/2012 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.

**M Polan (Mayor)**  
**COUNCILLOR**

**Date:**

**C Hazelman (Deputy Mayor)**  
**COUNCILLOR**

**Date:**

**G Cator**  
**CHIEF EXECUTIVE OFFICER**

**Date:**