

AGENDA

FOR THE
GREATER SHEPPARTON CITY COUNCIL

ORDINARY COUNCIL MEETING

TO BE HELD ON
TUESDAY 16 OCTOBER 2012
AT 1.00PM

IN THE COUNCIL BOARD ROOM
90 WELSFORD STREET

COUNCILLORS:

Cr Michael Polan (Mayor)
Cr Chris Hazelman (Deputy Mayor)
Cr Cherie Crawford
Cr Geoff Dobson
Cr Jenny Houlihan
Cr Milvan Muto
Cr Kevin Ryan

VISION

GREATER SHEPPARTON
AS THE FOOD BOWL OF AUSTRALIA,
A SUSTAINABLE, INNOVATIVE
AND DIVERSE COMMUNITY
GREATER FUTURE

A G E N D A
FOR THE
ORDINARY COUNCIL MEETING
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CHAIR
CR MICHAEL POLAN

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RISK LEVEL MATRIX LEGEND

Note: A number of reports in this agenda include a section on “risk management implications”. The following table shows the legend to the codes used in the reports.

Likelihood	Consequences				
	Negligible (5)	Minor (4)	Moderate (3)	Major (2)	Catastrophic (1)
Almost Certain (A) Event expected to occur several times per year (i.e. Weekly)	Low	Moderate	High	Extreme	Extreme
Likely (B) Will probably occur at some stage based on evidence of previous incidents (i.e. Monthly)	Low	Moderate	Moderate	High	Extreme
Possible (C) Not generally expected to occur but may under specific circumstances (i.e. Yearly)	Low	Low	Moderate	High	High
Unlikely (D) Conceivable but not likely to occur under normal operations (i.e. 5-10 year period)	Insignificant	Low	Moderate	Moderate	High
Rare (E) Only ever occurs under exceptional circumstances (i.e. +10 years)	Insignificant	Insignificant	Low	Moderate	High

Extreme CEO’s attention immediately required. Possibly avoid undertaking the activity OR implement new controls

High Director’s attention required. Consider suspending or ending activity OR implement additional controls

Moderate Manager’s attention required. Ensure that controls are in place and operating and management responsibility is agreed

Low Operational, manage through usual procedures and accountabilities

Insignificant Operational, add treatments where appropriate

PRESENT:

1. ACKNOWLEDGEMENT

“We the Greater Shepparton City Council, begin today’s meeting by acknowledging the traditional owners of the land which now comprises Greater Shepparton. We pay respect to their tribal elders, we celebrate their continuing culture, and we acknowledge the memory of their ancestors. “

2. APOLOGIES

3. DECLARATIONS OF CONFLICTS OF INTEREST

In accordance with Sections 77A, 77B 78 and 79 of the *Local Government Act 1989* Councillors are required to disclose a “conflict of interest” in a decision if they would receive, or could be reasonably perceived as receiving a direct or indirect financial or non-financial benefit or detriment (other than as a voter, resident or ratepayer) from the decision.

Disclosure must occur immediately before the matter is considered or discussed.

4. CONFIRMATION OF MINUTES OF PREVIOUS MEETINGS

RECOMMENDATION

That the Minutes of the Special Council Meeting held on 12 September 2012 and the Minutes of the Ordinary Council Meeting held on 18 September 2012, as circulated, be adopted.

Caretaker Statement

The recommended decision is not a ‘Major Policy Decision’ as defined in section 93A of the *Local Government Act 1989*.

5. DEPUTATIONS AND PETITIONS

6. MANAGEMENT REPORTS

FROM THE COMMUNITY DIRECTORATE

6.1 Terms of Reference for the Disability Advisory Committee

Disclosures of conflicts of interest in relation to advice provided in this report

No Council officers or contractors who have provided advice in relation to this report have declared a conflict of interest regarding the matter under consideration.

Council Officers involved in producing this report

Author: Access and Inclusion Officer

Proof reader(s): Rural Project Officer, Manager Neighbourhoods, Team Leader Governance

Approved by: Acting Director Community

Purpose

To advise and seek Council's endorsement of the Terms of Reference for the Disability Advisory Committee (DAC).

RECOMMENDATION

That the Council adopt the Terms of Reference for the Disability Advisory Committee.

Background

Greater Shepparton has an estimated population of around 13,000 people with some form of disability which reduces their ability to access their community and be included in everyday activities many take for granted. This includes not just people with physical disabilities but also those with intellectual disabilities and mental illness. Many of these people often have no 'voice' through which to share their opinions and ideas or to lobby to seek improvements to enhance their ability to be included in community activities.

Council also experiences difficulties in including this particular cohort in its consultation practices as many individuals with disabilities are often disengaged from the community and some have limited ability to respond. The DAC provides an invaluable opportunity for many people with disabilities to be appropriately represented within the community. The DAC plays a valuable role in providing advice, advocacy and support not only to Council but to many other local organisations, businesses and community groups.

Council established the DAC in November 2008. The DAC works closely with the community and the Council via Council's Access and Inclusion Officer ensuring the needs of the community are met.

The Committee is comprised of members of the community, a community based Service Provider and a Greater Shepparton City Councillor. The DAC is supported by a Senior Council Officer and Council's Access and Inclusion Officer.

The DAC forms a strong link between Council and people with disabilities living in our community. The DAC meets monthly and provides advice and recommended actions to Council that ensure the needs are met of people with disabilities in our community.

6. MANAGEMENT REPORTS

6.1 Terms of Reference for the Disability Advisory Committee (continued)

Aim of the Committee:

The Greater Shepparton Disability Advisory Committee will advise Council with recommendations that ensure people with a disability have access and are included in our community.

Role of the Greater Shepparton Disability Advisory Committee

- a. Act as an advisory committee to the Council on the needs of people with a disability in our community.
- b. Promote community participation in and awareness of disability issues within the Municipality.
- c. Provide:
 - i. an advocacy role in disability matters within the Municipality and to the Council,
 - ii. advise on best practice in the management of all disability awareness and its applicability to the Municipality,
 - iii. advice and recommendations on proposals related to people with a disability when referred or brought to the Committee / Council,
 - iv. advice and recommendations to Council on policy matters relating to people with a disability including but not limited to, the Greater Shepparton Disability Action Plan.
- d. Make recommendations to the Council about further work required to identify, document and promote inclusion of people with a disability in the City of Greater Shepparton.
- e. Provide advice on recommendations for nominations of local, state, national or international significance.
- f. Assist the Council in sourcing external funding opportunities to further disability awareness, promotion, management and education.
- g. Ensure there are consultation and participation mechanisms in place for people with disabilities, their families, carers, advocates and service providers to enable meaningful input into Greater Shepparton City Council's service planning and policy development.
- h. Work in partnership with Council and community towards acknowledging and valuing people with a disability.
- i. Inform and educate Council and community about issues for people with a disability, their families, carers and others.
- j. Provide advice and assistance to Council to ensure all capital works and services are accessible and inclusive of people with a disability by working in partnership with key advisory groups.

Council Plan/Key Strategic Activity

Council Plan 2009-2013

Disability Action Plan

Risk Management

The creation and utilisation of a Disability Advisory Committee is likely to result in fewer public liability risks by the identification and reduction of access hazards.

There is a moderate risk in Council endorsing the Terms of Reference for this Committee.

6. MANAGEMENT REPORTS

6.1 Terms of Reference for the Disability Advisory Committee (continued)

Risks	Likelihood	Consequence	Rating	Mitigation Action
The DAC fails to comply with the Assemblies of Councillor's requirement set out in the Local Government Act 1989	C	3	Moderate	Inclusion of a clause within the Terms of Reference outlining this requirement which will remind the committee of their obligations

Policy Considerations

This recommendation is consistent with all relevant Council policies.

There are no policy conflicts however the continuation of the DAC complies with the objectives of the Disability Policy and Action Plan, the Municipal Public Health Plan and will assist greatly in implementing the outcomes of the consultation strategy in regard to consulting members of the community who have disabilities.

Financial Implications

It is anticipated that the majority of actions identified in the Disability Advisory Committee will be met within existing budget allocations. Any initiatives endorsed within the action plan which require additional Council funding will be referred to Council as part of the annual budget process.

	2011/2012 Approved Budget for this proposal*\$	This Proposal \$	Variance to Approved Budget \$	Comments
Revenue				
Expense	\$5000			
Net Result	\$5000			

* Amount shown in this column may equal one line item in budget or maybe a component of one budget line item.

Legal/Statutory Implications

This report is consistent with the *Local Government Act 1989*.

Social Implications

There are many benefits to consider relating to social implications including:

- Sense of community – Stakeholder participation for people with a disability in our community and social cohesion.
- Community Services – improve the range and quality of services for different groups such as people with disabilities, improvement of the accessibility of services
- Community Health and well-being – accessible and inclusive recreation facilities, public safety, health services and facilities or public health implications
- Education and skills development – number and quality of education options for the community, life-long learning opportunities or meeting the needs of our local community

6. MANAGEMENT REPORTS

6.1 Terms of Reference for the Disability Advisory Committee (continued)

- Transport – safety for travellers, emissions of fuel consumption, public transport usage, walking and cycling or transportation needs of people with disabilities

Victorian Charter of Human Rights and Responsibilities Act 2006 Implications

This proposal is consistent with the Charter of Human Rights principles and it supports the needs of our population which includes some individuals who may be viewed as disadvantaged.

Consultation

This recommendation has been made with the support of the Disability Advisory Committee Members and Council's Governance Officers.

Officers believe that appropriate consultation has occurred and the matter is now ready for Council consideration.

Strategic Links

a) Greater Shepparton 2030 Strategy

This recommendation is consistent with the Community Life topic within the *Greater Shepparton 2030 Strategy*.

b) Other strategic links

Greater Shepparton Disability Action Plan
Municipal Public Health Plan
Consultation Strategy

Options for Consideration

1. Do nothing
2. Approve recommendation as outlined in this report
3. Recommend changes to this report.

Conclusion

Recommend to adopt the Terms of Reference for the DAC.

Caretaker Statement

The recommended decision is not a 'Major Policy Decision' as defined in section 93A of the *Local Government Act 1989*.

Attachment

Disability Advisory Committee Draft Terms of Reference

6. MANAGEMENT REPORTS

6.2 Terms of Reference for the Positive Ageing Advisory Committee (PAAC)

Disclosures of conflicts of interest in relation to advice provided in this report

No Council officers or contractors who have provided advice in relation to this report have declared a conflict of interest regarding the matter under consideration.

Council Officers involved in producing this report

Author: Access and Inclusion Officer

Proof reader(s): Senior Project Officer, Manager Neighbourhoods

Approved by: Acting Director Community

Other: Team Leader Governance

Purpose

To advise and seek Council's endorsement of the proposed amendments to the Terms of Reference for the Positive Ageing Advisory Committee (PAAC) which was formerly known as the Older Person's Advisory Committee (OPAC) to increase membership, develop a more positive approach to ageing with the name change and to increase diversity.

RECOMMENDATION

That the Council adopt the amended Terms of Reference for the Positive Ageing Person's Advisory Committee.

Background

In late 2008 Council adopted the Positive Ageing Strategy, and one of the recommendations for action was the establishment of a Positive Ageing Advisory Committee. A media campaign was subsequently conducted in the second half of 2010, seeking community members to apply to sit on the committee.

A number of residents applied and all were interviewed, with six being selected. It was considered that the successful candidates represented a good cross section of the community including an even gender split.

The PACC was formally endorsed by Council and launched in February 2011. The committee is comprised of members of the Community, a community based Service Provider and a Greater Shepparton City Councillor. The PAAC is supported by a Senior Council Officer and Council's Access and Inclusion Officer.

The PAAC forms a strong link between Council and the older people living in our community. The PAAC meets monthly and provides advice and recommended actions to Council that ensure the needs are met of older people in our community.

One of the key challenges of the Committee has been the recruitment of retired people who are living full lives that include active participation with extended families, part time work, volunteering, sitting on other committees, and extended holidays during the colder months. This means it is often difficult to obtain a quorum at meetings and has seen many meetings cancelled due to low attendance, especially over colder months. It is hoped that increased membership will create opportunities for the committee to continue to function without interruption all year round, and that more diverse membership can augment the existing membership.

6. MANAGEMENT REPORTS

6.2 Terms of Reference for the Positive Ageing Advisory Committee (PAAC) (continued)

Aims of the Committee:

Ensure there are consultation and participation mechanisms in place for seniors, their families, carers, advocates and service providers to enable meaningful input into the Greater Shepparton City Council service planning and policy development.

Will work in partnership with the community and Council towards acknowledging and valuing seniors.

Inform and educate Council and the community about issues for seniors, their families, carers and others.

Identify and prioritise seniors concerns in Council and contribute to the planning to address these issues.

Provide advice and assistance to Council to ensure all capital works and services are accessible and inclusive of seniors.

Council Plan/Key Strategic Activity

- Positive Ageing Strategy 2009 - 2014
- Council Plan 2009 - 2013

Risk Management

There is a moderate risk in Council endorsing the changes to the Terms of Reference for this Committee

Risks	Likelihood	Consequence	Rating	Mitigation Action
The PAAC fails to comply with the Assemblies of Councillor's requirement set out in the Local Government Act 1989	C	3	Moderate	Inclusion of a clause within the Terms of Reference outlining this requirement which will remind the committee of their obligations

Policy Considerations

This recommendation is consistent with all relevant Council policies.

Financial Implications

It is anticipated that the majority of actions identified in the Positive Ageing Advisory Committee will be met within existing budget allocations. Any initiatives endorsed within the action plan which require additional Council funding will be referred to Council as part of the annual budget process.

6. MANAGEMENT REPORTS

6.2 Terms of Reference for the Positive Ageing Advisory Committee (PAAC) (continued)

	2011/2012 Approved Budget for this proposal*\$	This Proposal \$	Variance to Approved Budget \$	Comments
Revenue				
Expense	\$5000			
Net Result	\$5000			

* Amount shown in this column may equal one line item in budget or maybe a component of one budget line item.

Legal/Statutory Implications

This report is consistent with the *Local Government Act 1989*.

Social Implications

There are many benefits to consider relating to social implications including:

- Sense of community – Stakeholder participation for the older people in our community and social cohesion.
- Community Services – improve the range and quality of services for different groups such as elderly people, improvement of the accessibility of services
- Community Health and well-being – accessible and inclusive recreation facilities, public safety, health services and facilities or public health implications
- Education and skills development – number and quality of education options for the community, life-long learning opportunities or meeting the needs of our local community
- Transport – safety for travellers, emissions of fuel consumption, public transport usage, walking and cycling or transportation needs of the older person.

Consultation

This recommendation has been made with the support of the Positive Ageing Advisory Committee Members and Council's Governance Officers.

Officers believe that appropriate consultation has occurred and the matter is now ready for Council consideration.

Strategic Links

a) Greater Shepparton 2030 Strategy

This recommendation is consistent with the Community Life topic within the *Greater Shepparton 2030 Strategy*.

b) Other strategic links

Greater Shepparton Positive Ageing Strategy

Options for Consideration

4. Do nothing
5. Approve recommendation as outlined in this report
6. Recommend changes to this report

6. MANAGEMENT REPORTS

6.2 Terms of Reference for the Positive Ageing Advisory Committee (PAAC) (continued)

Conclusion

Recommend to adopt the Terms Of Reference for the PAAC.

Caretaker Statement

The recommended decision is not a 'Major Policy Decision' as defined in section 93A of the *Local Government Act 1989*.

Attachments

Positive Ageing Advisory Committee Draft Terms of Reference.

6. MANAGEMENT REPORTS

FROM THE BUSINESS DIRECTORATE

6.3 Financial Report – September 2012

Disclosures of conflicts of interest in relation to advice provided in this report
Under section 80C of the *Local Government Act 1989* officers and persons engaged under a contract providing advice to Council must disclose any conflicts of interests, including the type and nature of interest..

No Council officers or contractors who have provided advice in relation to this report have declared a conflict of interest regarding the matter under consideration.

Council Officers involved in producing this report

Author: Acting Director Business
Proof reader(s): Executive Assistant to Director Business
Approved by: Acting Director Business

Purpose

This report provides interim details of Council's financial position at 30 September 2012.

RECOMMENDATION

That the Council receive and note the financial report and position as at 30 September 2012

Background

Section 137 of the *Local Government Act 1989* provides that Council maintain a budgeting and reporting framework that is consistent with the principles of sound financial management. Ongoing monthly reports will provide the basis for this.

Council adopted a revised \$104M Operating Budget and a \$36M Capital Works Program for 2011/2012. Council expects to have another successful year in delivering a multitude of Capital and Community based projects.

The following reports have been prepared and are presented to Council to facilitate decision making:

- Overview Commentary
- Income Statement
- Balance Sheet
- Cash Flow Statement
- Councillor Expense Report.

Other schedules have been included for the information of Councillors:

- Strategic Objective Reports (both Operating and Capital)
- Investment Reports
- Sundry Debtor Report
- Rates Report.

Council Plan/Key Strategic Activity

There are not direct links to the *Council Plan 2009-2013*.

6. MANAGEMENT REPORTS

6.3 Financial Report – September 2012

Risk Management

No risk has been identified in providing this financial report.

Policy Considerations

There are no conflicts with existing Council policies.

Financial Implications

There are no financial implications arising from this proposal.

Legal/Statutory Implications

Section 138 of the *Local Government Act 1989* requires quarterly statements comparing budgeted revenue and expenditure for the financial year with the actual revenue and expenditure to date to be presented to the Council at a Council meeting which is open to the public. This report satisfies that requirement.

Environmental/Sustainability Impacts

No Environmental or Sustainability impacts have been identified.

Social Implications

No Social implications have been identified.

Economic Impacts

No Economic impacts have been identified.

Consultation

All officers responsible for works included in the 2011/2012 Budget have been consulted in preparing this report.

Council officers believe that appropriate consultation has occurred and the matter is now ready for Council consideration.

Options for Consideration

This report is for information purposes only and does not present any options for consideration.

Conclusion

This report provides interim details of Council's financial position at 30 September 2012.

Strategic Links,

a) Greater Shepparton 2030 Strategy

There are no direct links to the *Greater Shepparton 2030 Strategy*.

b) Council Plan

The report is consistent with the governance principle of Strategic Objective 6 of the *Council Plan 2009-2013* "Council Organisation and Management".

c) Other strategic links

No other strategic links have been identified.

6. MANAGEMENT REPORTS

6.3 Financial Report – September 2012

Caretaker Statement

The recommended decision is not a 'Major Policy Decision' as defined in section 93A of the *Local Government Act 1989*.

Attachments

September 2012 Financial Report containing:

1. Overview Commentary
2. Income Statement
3. Balance Sheet
4. Cash Flow Statement
5. Strategic Objective Reports (both Operating and Capital)
6. Investment Reports
7. Sundry Debtor Report
8. Rates Report
9. Councillor Expense Report.

6. MANAGEMENT REPORTS

FROM THE SUSTAINABLE DEVELOPMENT DIRECTORATE

6.4 Shepparton Show Me Funding Request

Disclosures of conflicts of interest in relation to advice provided in this report

No Council officers or contractors who have provided advice in relation to this report have declared a conflict of interest regarding the matter under consideration.

Council Officers involved in producing this report

Author: Acting Team Leader Marketing and Promotions

Proof reader(s): Manager Investment Attraction

Approved by: Director Sustainable Development

Purpose

At the Shepparton Show Me Ordinary meeting held on 19 September 2012, Barry Smith successfully moved and Bill Dowling successfully seconded the following motion:

“That the Shepparton Show Me Committee request from Council \$15,126 to be allocated towards the 2012 Christmas campaign plus a contingency of \$6,000”.

The Shepparton Show Me Committee has been provided 50 per cent of the budget allocation for the 2012/13 financial year and is seeking additional funding to ensure a successful marketing and promotional Christmas campaign for 2012.

RECOMMENDATION

That the Council approve the allocation of \$15,126 plus a contingency of \$6,000 totalling \$21,126 from the remainder six month Shepparton Show Me budget allocation of \$322,734.50.

Background

At the Ordinary Council meeting held on 17 July 2012, Cr Hazelman successfully moved a motion to adopt the 2012/13 budget which included restrictions on the Shepparton Show Me budget allocation of 50 per cent, the motion was as follows:

d) that Council limits the access of the Shepparton Show Me Committee to 50% of the 2012/2013 budget allocation until such time as the following has been completed to the satisfaction of the Council:

- 1. a business plan which incorporates a marketing strategy, success factors and how these measured is approved, by the Council and the Committee; and*
- 2. the review of the Shepparton Show Me Committee is completed and the recommendations of the review are considered by Council.*

6. MANAGEMENT REPORTS

6.4 Shepparton Show Me Funding Request (continued)

At the Shepparton Show Me Committee held on 19 September the Committee approved the following items:

- Victoria Open Bowls Championships 2012 Sponsorship	\$ 5,000.00
- Greater Shepparton Basketball Association Sponsorship	\$ 6,000.00
- Purchase of a Honda generator up to the value of	\$ 2,000.00
- 2012 Christmas Gift Wrapping up to the value of	\$ 5,000.00
- *2012 Shepparton Show Ho Ho Me Quizza	<u>\$40,240.00</u>
<i>*Subject to available funds</i>	<u>\$58,240.00</u>

The available budget as at 31 August 2012 is as follows:

Matters resolved at the 19 September 2012 meeting total	\$58,240.00
The anticipated available budget as at 31 August 2012	<u>\$43,114.00</u>
Leaving a shortfall in available budget of	<u>\$15,126.00</u>

BUDGET SUMMARY

SSM 2012-2013 Budget	\$645,469.00
Less 50% Budget allocation 2012-2013	\$322,734.50
2011-2012 SSM Carryover	\$253,224.52
2012-2013 Budget allocation available (July-Dec 2012)	\$575,959.02

2012-2013 Budget allocation (July-Dec 2012)	\$575,959.02
Total Anticipated Marketing Expenditure (including actuals)	\$462,885.00
Coffee, Tea Promotion - pending full budget allocation	\$19,960.00
Est expenditure - Administration etc	\$50,000.00
Balance available	\$43,114.02

Councillors should be aware that the Investment Attraction Department in conjunction with the Festival Decorations Committee have a 2012/13 budget allocation of \$72,690 for festive decorations. The Shepparton Show Me Committee's Christmas Quizza and gift wrapping aim to compliment these activities.

Council Plan/Key Strategic Activity

This proposal is consistent with Strategic Objective No.3 – Revitalise and promote the Shepparton CBD as the region's premier retail and entertainment destination.

Risk Management

Insignificant to low risks have been identified and will be addressed at the operational level, these risks are:

That the release of further funds was dependent upon the delivery of a business plan, which incorporates a marketing strategy, success factors and how these will be measured, as well as the completion of a review by Shepparton Show Me Reference Group, both matters are still to be finalised.

If funds are not able to be released then a successful Christmas campaign in the four weeks lead up to Christmas will not be able to be run and will need to be significantly reduced.

6. MANAGEMENT REPORTS

6.4 Shepparton Show Me Funding Request (continued)

A further risk is that Council may allocate additional funds and the Shepparton Show Me Committee may not meet the requirements to adopt a business plan as directed as the July Ordinary Council Meeting.

Policy Considerations

There are no conflicts with Council policy.

Financial Implications

That the remaining budget of \$322,734.50 will be reduced by \$21,126 leaving a balance of \$301,608.50 for the 2012/13 financial year.

Legal/Statutory Implications

The options outlined within this report are consistent with the *Local Government Act 1989*.

This request does not limit any of the human rights embodied in the Victorian *Charter of Human Rights and Responsibilities Act 2006*.

Environmental/Sustainability Impacts

There are no environmental or sustainability impacts associated with this request.

Social Implications

If the request was not approved and promotion of the 2012 Christmas campaign did not occur there could be negative feedback from Shepparton Show Me stakeholders and the community about the lack of Christmas activity.

Economic Impacts

Lack of festive activity over the Christmas period may deter from shopping in Shepparton and hence stimulation of the economy may be adversely affected.

Consultation

The Shepparton Show Me Committee has recommended that further budget allocation is required for Christmas activities to stimulate retail spend.

Strategic Links

a) Greater Shepparton 2030 Strategy

The Shepparton Show Me Committee is an important component of the development and delivery of the Council's objectives for the enhancement of the Shepparton business community. The committee supports the retail strategies outlined in the Greater Shepparton 2030 plan.

b) Other strategic links

As per the Economic Development Action Plan, Shepparton Show Me meets the objective of supporting the role and viability of the Shepparton CBD as the premier centre serving the region. Shepparton Show Me also supports promoting the area as a destination to live, work and invest, which is also a key objective found within the strategy.

6. MANAGEMENT REPORTS

6.4 Shepparton Show Me Funding Request (continued)

Options for Consideration

The Council could choose to not allocate \$21,126 to Shepparton Show Me until the requirements to complete the Shepparton Show Me Business Plan is fulfilled and the review of Shepparton Show Me is complete. This could impact on the Committee's desire to stimulate retail activity during the festive period.

Conclusion

That the Council should approve the release of \$21,126 from the 2012/13 budget for Shepparton Show Me.

Caretaker Statement

The recommended decision is not a 'Major Policy Decision' as defined in section 93A of the *Local Government Act 1989*.

Attachments

Nil.

6. MANAGEMENT REPORTS

6.5 Shepparton Show Me – Financial Audit Report

Disclosures of conflicts of interest in relation to advice provided in this report

Under section 80C of the *Local Government Act 1989* officers and persons engaged under a contract providing advice to Council must disclose any conflicts of interests, including the type and nature of interest.

No Council officers or contractors who have provided advice in relation to this report have declared a conflict of interest regarding the matter under consideration.

Council Officers involved in producing this report

Author: Manager Investment Attraction

Proof reader(s): Director Sustainable Development

Approved by: Director Sustainable Development

Purpose

The purpose of this report is to provide the Councillors with a copy and overview of Pitcher Partners' financial audit of Shepparton Show Me (SSM), titled *Shepparton Show Me Assessment*, completed on 8 October 2012, and to seek authorisation to provide the Shepparton Show Me Reference Group with a copy of this report to assist this group with their review of SSM.

RECOMMENDATION

That the Council note the *Shepparton Show Me Assessment* report compiled by Pitcher Partners, and direct officers to provide the report to the Shepparton Show Me Reference Group for their consideration as part of the review of Shepparton Show Me that is currently being undertaken.

Background

At the Ordinary Council Meeting held on 17 April 2012, the following amended motion was put and carried:

That the Council:

1. *Adopt the proposed Instrument of Delegation and Guidelines for the Shepparton Show Me Committee, as recommended by management*
2. *Undertake an intensive financial audit of the committee operations*
3. *Direct Council officers to:*
 - *Review and report, following consultation with the commercial and industrial sector, on the most appropriate arrangements for attracting consumers of retail and business services to Shepparton; and*
 - *Examine waiving the differential rate while the review of the Shepparton scheme is undertaken.*

To progress this, Pitcher Partners were engaged to undertake an independent financial audit of the committee operations.

6. MANAGEMENT REPORTS

6.5 Shepparton Show Me – Financial Audit Report (continued)

Council officers developed Terms of Reference and a proposed composition of a Shepparton Show Me Reference Group for Council consideration. The Terms of Reference and committee composition (including representatives from the Shepparton Chamber of Commerce and Industry, former Chairs of SSM, the legal profession, Tourism Greater Shepparton, as well as both the industrial and commercial sectors of the Shepparton Business Community) were both adopted at the Ordinary Council Meeting held on 17 July 2012. Nominations were called for and representatives on the Reference Group, and nine community members were appointed at the Ordinary Council Meeting held on 21 August 2012, to join the Mayor and Deputy Mayor in making up the Shepparton Show Me Reference Group.

Pitcher Partners' *Shepparton Show Me Assessment* report details a number of recommendations including:

- Council to consider the structure under which SSM operates – advisory committee, continuation of section 86 committee with improvements, disband or replace with alternative mechanism or allow the business community to establish their own not for profit entity with voluntary contributions from businesses.
- Develop a clear consensus and understanding of the objectives of SSM and communicate these to all relevant stakeholders
- Develop a strategic plan, supported by a marketing plan and appropriate budget allocation
- Council to provide an appropriate level of support to SSM
- The composition of the committee and Council representation should be determined and agreed and the roles of committee members and council representatives should be defined.
- All decisions to acquire goods or services need to be supported by detailed quotes, with works outside the scope of the Alchemy contract to follow Council's normal procurement process of seeking the relevant number of quotations dependent on value
- Initiatives identified should follow a process of assessment prior to expenditure
- Marketing services contractor and Council staff to abide by the terms of the contract, with presentations to committee members being presented formally to the committee at SSM meetings to ensure transparency.

It is important to note that currently the Shepparton Show Me Reference Group is undertaking a review of Shepparton Show Me, and the findings and recommendations within this report will assist the Reference Group with this review. One of the objectives of this review is for the Reference Group to determine the optimal structure for Shepparton Show Me to operate within.

A number of the recommendations within the report have been or are currently being addressed.

- Through the review of the Instrument of Delegation and Guidelines undertaken by both officers and the committee, and adopted by Council, a review of the objectives of Shepparton Show Me has been undertaken and it is the officers' belief that these are clearly understood.

6. MANAGEMENT REPORTS

6.5 Shepparton Show Me – Financial Audit Report (continued)

- A business plan has been developed and was endorsed by the SSM Committee at the SSM Special Meeting held on 26 April 2012. The development of a Marketing Strategy is a contractual requirement of the Marketing Services Contractor. A draft document has been presented to the Committee and it was determined that the strategy required further work and a number of amendments.
A further draft has been received and the SSM Committee will be meeting in the near future to consider this draft Marketing Strategy.
- It is the officers' belief that Council currently provides an appropriate level of support to SSM. The Team Leader Marketing and Promotions (TLM&P) is currently employed four days a week, at the expense of SSM. The Manager Investment Attraction, Marketing and Promotions Officer and Assistant to the Manager Investment Attraction spend on average two days a week each assisting with SSM endeavours, at no cost to SSM. Additionally, the committee has been provided with both verbal presentations and written documentation with regard to governance and conflicts of interest. All induction packs included information pertaining to the Committee's responsibilities under the Local Government Act 1989 and Council's Local Law No. 2 as well as documents explaining Conflicts of Interest.
- The composition of the committee and Council representation has been determined and agreed upon at the time of the review of the Instrument of Delegation and Guidelines pertaining to the SSM Committee, including the formalisation of the roles of Secretary and Treasurer. It is officers' belief that there is no ambiguity and all roles are well defined and well understood by both Council and the committee.
- Following resolutions to purchase goods or services the TLM&P immediately seeks detailed quotations from relevant parties (in the majority of cases the Marketing Services Contractor). In many cases these quotations do not meet the agreed criteria in terms of detail, including the declaration of percentage of commission received on media placement.

Council Plan/Key Strategic Activity

Strategic Objective 3 – revitalise and promote the Shepparton CBD as the region's premier retail and entertainment destination.

Strategic Objective 35 – provide best practice management and administrative systems and structures to support the delivery of Council services and programs.

Risk Management

Risks	Likelihood	Consequence	Rating	Mitigation Action
Financial	Possible	Moderate	Moderate	Providing the SSM Reference Group with a copy of the Financial Audit report will ensure the recommendations arising from the SSM review will be as effective as possible and mitigate any risks of expenditure of funds that do not meet with the objectives of SSM.

6. MANAGEMENT REPORTS

6.5 Shepparton Show Me – Financial Audit Report (continued)

Policy Considerations

There are no conflicts with Council policy with any of the options presented for consideration within this report.

The financial audit has identified that current procurement practices within SSM are not always consistent with the Greater Shepparton City Council's Procurement Policy,

Financial Implications

There are no financial implications attached to the recommendation within this report. The Pitcher Partners' Audit report was funded with existing budgetary provision as outlined below.

	2012/2013 Approved Budget for this proposal*\$	This Proposal \$	Variance to Approved Budget \$	Comments
Revenue				
Expense	\$123K	\$30,816.95		The Pitcher Partners' report 'Shepparton Show Me Assessment' was financed from a pre-approved allocation for internal audits.
Net Result	\$123K	\$30,816.95		

* Amount shown in this column may equal one line item in budget or maybe a component of one budget line item.

Legal/Statutory Implications

The options outlined in this report are consistent with the *Local Government Act 1989*.

Environmental/Sustainability Impacts

There are no environmental impacts associated with the recommendation within this report.

Social Implications

There are no social implications associated with the recommendation within this report.

Economic Impacts

Council and SSM engaged Essential Economics in 2008 to undertake an assessment of the economic benefits of SSM. The estimated net effect of the SSM promotion in 2008 was a five per cent increase in retail sales, equivalent to a contribution of approximately \$31 million in additional sales, annually. Over the life of the program (as at 2008), when deducting funds invested in achieving objectives, it was calculated that an annual return of approximately \$60 of additional sales per dollar invested in the program was being achieved.

These figures, albeit from 2008, highlight just how beneficial the SSM promotional scheme can be to Shepparton's economy when operating at an optimum level.

6. MANAGEMENT REPORTS

6.5 Shepparton Show Me – Financial Audit Report (continued)

Consultation

The Pitcher Partners report *Shepparton Show Me Assessment* was prepared following extensive consultation which included interviews with Shepparton Show Me appointed members (including appointed Councillors and Councillor staff member), relevant Council staff and a representative of Alchemy Media (Marketing Services contractor).

Level of public participation	Promises to the public/stakeholders	Examples of techniques used
Inform	All committee members and the marketing services contractor have were informed that a financial audit was to be undertaken, and were invited to take the opportunity to contribute to the review.	Email Within SSM Committee meeting
Consult	All committee members, relevant Council officers and marketing services contractor were provided with the opportunity to meet with Pitcher Partners to provide input into this review.	Interviews
Involve	N/A	N/A
Collaborate	N/A	N/A
Empower	N/A	N/A

Officers believe that appropriate consultation has occurred and the matter is now ready for Council consideration.

Strategic Links

a) Greater Shepparton 2030 Strategy

Report No. 5 – Economic Development Theme

b) Other strategic links

Nil

Options for Consideration

The Council could choose to not provide Pitcher Partners' Shepparton Show Me Assessment report to the Shepparton Show Me Reference Group, however withholding this report from the Reference Group could diminish the effectiveness of the Group in understanding all current issues and making recommendations on how the Committee will become more effective.

Conclusion

It is recommended that Councillors note the *Shepparton Show Me Assessment* report and authorise officers to forward a copy of the report to the Shepparton Show Me Reference Group.

6. MANAGEMENT REPORTS

6.5 Shepparton Show Me – Financial Audit Report (continued)

Caretaker Statement

The recommended decision is not a 'Major Policy Decision' as defined in section 93A of the *Local Government Act 1989*.

Attachment

Shepparton Show Me Assessment (Pitcher Partners)

6. MANAGEMENT REPORTS

FROM THE ORGANISATION DIRECTORATE

6.6 Kialla District Hall Committee of Management – Co-option of Additional Member

Disclosures of conflicts of interest in relation to advice provided in this report
No Council officers or contractors who have provided advice in relation to this report have declared a conflict of interest regarding the matter under consideration.

Council Officers involved in producing this report

Author: Acting Committees Officer

Proof reader(s): Team Leader Governance and Acting Manager Corporate Performance

Approved by: Director Organisation

Purpose

At the request of the newly appointed Kialla District Hall Committee of Management (the committee), it has been recommended that an additional co-opt member be appointed to the Committee. An application nominating Bianca Tacey has been received. The purpose of this report is to appointment Bianca Tacey as a Co-optee member of the committee.

RECOMMENDATION

That the Council, having considered the request received from the Kialla District Hall Committee of Management, appoint Bianca Tacey as a co-opted member of the committee for a term expiring on 18 May 2014.

Background

At the Ordinary Council Meeting held on 15 May 2012 ten members were appointed to the Kialla District Hall Committee of Management. The new committee has requested that an additional member be co-opted to the committee to assist with the day to day running of the facility and have nominated Bianca Tacey to fill this role.

Clause 8.3 of the *Guidelines Applying to the Delegation of Authority to the Kialla District Hall Centre Committee of Management* allows the committee to co-opt as many additional members to the committee as it sees fit but this co-option does not take effect until Council passes a resolution appointing the co-opted person to the Committee. Any co-opted members do not have voting rights at Committee Meetings.

The Committee has requested that Bianca Tacey be co-opted to the committee so that she can fill the role of Bookings Officer when the existing Bookings Officer is unavailable.

Council Plan/Key Strategic Activity

This proposal supports the key strategic activity no. 6 of the *Council Plan 2009-2013*: “Council Organisation and Management” it that it helps council to “*deliver best practice management, governance administrative and financial systems that support the delivery of Council programs to the community of Greater Shepparton*”.

6. MANAGEMENT REPORTS

6.6 Kialla District Hall Committee of Management – Co-option of Additional Member (continued)

Risk Management

Risks	Likelihood	Consequence	Rating	Mitigation Action
Governance risk associated with the delegation of council powers to a committee	Possible	Major	High	The appointment of members by formal resolution of the Council reduces governance risks by ensuring that all members appointed to a committee are covered by the Council's public liability insurance.

Policy Considerations

There are no conflicts with existing Council policies.

Financial Implications

There are no financial implications arising from this proposal.

Legal/Statutory Implications

The committee has been established under section 86 of the *Local Government Act 1989* and has been issued with an Instrument of Delegation and Guidelines outlining their responsibilities.

The appointment of members of special committees by formal resolution of the Council ensures that the powers, functions and duties delegated to these committees are able to be exercised legally.

As a co-opted member of the committee, Bianca Tacey will have a non-voting role on the committee but will be able to assist with the day to day running of the facility.

Environmental/Sustainability Impacts

There are no environmental/sustainability impacts arising from this proposal.

Social Implications

The appointment of community members to committees helps to build a sense of community by increasing stakeholder participation and giving community members a greater sense of pride and involvement in their local community.

Economic Impacts

There are no economic impacts arising from this proposal.

Consultation

Following the appointment of the existing committee members in May 2012 the Acting Committees Coordinator attended the first meeting of the new committee to conduct the election of the office bearers. During this meeting the committee asked if it would be possible for Bianca to be co-opted to the committee so that she could assist with the

6. MANAGEMENT REPORTS

6.6 Kialla District Hall Committee of Management – Co-option of Additional Member (continued)

coordinating of hall bookings in the absence of the newly appointed Bookings Officer. This report has resulted from the committee's request.

Level of public participation	Promises to the public/stakeholders	Examples of techniques to use
Inform	Keep informed	<ul style="list-style-type: none"> • Newspaper advertisements • Website announcement • Letters to outgoing committee members
Consult	Informed, listen, acknowledge	Council will consult with its committees prior to making decisions that relate to the relevant facilities.
Involve	Work together. Feedback is an input into decision-making	Committees provide an important source of feedback for Council to manage their facilities.
Collaborate	Feedback will be incorporated into decisions to the maximum level possible	Council collaborates with its committees when making decisions about facility upgrades and maintenance.
Empower	We will implement what the public decide.	Committees of Management have delegated powers to make decisions in relation to the day to day management of the facilities that they are responsible for.

Officers believe that appropriate consultation has occurred and the matter is now ready for Council consideration.

Strategic Links

a) Greater Shepparton 2030 Strategy

There are no direct links to the *Greater Shepparton 2030 Strategy*.

b) Other strategic links

There are no other strategic links applicable to this proposal.

Options for Consideration

Councillors could choose not to appoint all or some of the applicants to the three committees of management.

6. MANAGEMENT REPORTS

6.6 Kialla District Hall Committee of Management – Co-option of Additional Member (continued)

Conclusion

It is recommended that Council appoint Bianca Tacey as a co-opted member of the committee as it helps to increase the involvement of the local community in the ongoing management of this important facility, reduces the amount of responsibility on the other committee members and reduces the need for Council to directly manage these facilities.

Caretaker Statement

The recommended decision is not a 'Major Policy Decision' as defined in section 93A of the *Local Government Act 1989*.

Attachments

Nil.

6. MANAGEMENT REPORTS

6.7 Annual Report 2011-2012

Disclosures of conflicts of interest in relation to advice provided in this report

The following Council officers and contractors have provided advice in relation to this report and have disclosed a conflict of interest regarding the matter under consideration:

No Council officers or contractors who have provided advice in relation to this report have declared a conflict of interest regarding the matter under consideration.

Purpose

Section 131 of the *Local Government Act 1989* requires Council to prepare an annual report for the financial year just completed. A copy of this report must be provided to the Minister for Local Government within three months of the end of the financial year and the Council must then consider the report at a meeting of the Council within one month of its provision to the Minister. Council's Annual Report for the Financial Year 2011-2012 was forwarded to the Minister on 27 September 2012.

RECOMMENDATION

That the Council receives and considers the Greater Shepparton City Council Annual Report 2011-2012 for the year ended 30 June 2012, including the Financial Statements, Standard Statements and Performance Statement, as certified by the Auditor-General.

Background

The Annual Report 2011-2012 contains:

- A report on the operations of the Council including highlights throughout the year
- Audited Standard Statements, Financial Statements and Performance Statement
- Other general information required by the Local Government (Finance and Reporting) Regulations 2004 and the Local Government Act

On 18th September 2012, Council resolved to approve in principle the Financial Statements, Standard Statements and the Performance Statement for the year ended 30 June 2012, and authorised the Mayor, Cr Michael Polan and Deputy Mayor, Cr Chris Hazelman to sign the statements in their final form after any changes recommended or agreed to by the auditor have been made. These documents were subsequently signed by Cr Polan and Cr Hazelman.

Council Plan/Key Strategic Activity

The report is consistent with the governance principle of Strategic Objective 6 of the Council Plan 2009-2013 "Council Organisation and Management".

Risk Management

Council has addressed any risks associated with the preparation of the annual report by applying accepted accounting standards, knowledge of legislative reporting requirements and best practice annual reporting guidelines.

Risks	Likelihood	Consequence	Rating	Mitigation Action
Council does not meet to receive the Annual; Report	Rare	4	Minor	A further meeting of Council be called

6. MANAGEMENT REPORTS

6.7 Annual Report 2011-2012 (continued)

Policy Considerations

The Annual Report has been prepared in accordance with relevant Council policies including accounting policies and communication guidelines.

Financial Implications

The design, printing and electronic versions have been quoted at \$11,000. The design and printing of the annual report forms part of the marketing and communications annual budget. Additional funds above the forecast budgeted will be required.

	2012/2013 Approved Budget for this proposal*\$	This Proposal \$	Variance to Approved Budget \$	Comments
Revenue	0	0		
Expense	11,000	11,000		Total Budget for Design and Layout. This excludes final printing cost.
Net Result	\$11,000	\$11,000		

Legal/Statutory Implications

The Annual Report has been compiled in accordance with the *Local Government Act 1989* and *Local Government (Finance and Reporting) Regulations 2004*.

In accordance with section 134 of the *Local Government Act 1989*, a public notice was placed in the Shepparton News and online on Monday 1 October 2012 informing the public that a meeting to consider the Annual Report would be held and containing details of the place from which copies of the Annual Report could be obtained prior to the meeting.

Environmental/Sustainability Impacts

There are no environmental/sustainability impacts.

Social Implications

There are no social implications.

Economic Impacts

There are no economic impacts.

Consultation

Councillors, General Managers and Council officers were all consulted in the preparation of the Annual Report.

Officers consider that appropriate consultation has occurred and this matter is now ready for Council consideration.

6. MANAGEMENT REPORTS

6.7 Annual Report 2011-2012 (continued)

Strategic Links

a) Greater Shepparton 2030 Strategy

The annual report is consistent with the Greater Shepparton 2030 Strategy.

b) Council Plan

The annual report links to all the objectives in the Council Plan 2009-2013.

c) Other strategic links

The annual report is consistent with the principles of the Marketing Communications Strategy 2010.

Options for Consideration

This is a Statutory process and there are no options.

Conclusion

That Council receives and considers the Greater Shepparton City Council Annual Report 2011-2012 for the year ended 30 June 2012, including the Financial Statements, Standard Statements and Performance Statement, as certified by the Auditor-General.

Caretaker Statement

The recommended decision is not a 'Major Policy Decision' as defined in section 93A of the *Local Government Act 1989*.

Attachments

Greater Shepparton City Council 2011-2012 Annual Report

6. MANAGEMENT REPORTS

6.8 2012/2013 Christmas Arrangements

Disclosures of conflicts of interest in relation to advice provided in this report

No Council officers or contractors who have provided advice in relation to this report have declared a conflict of interest regarding the matter under consideration.

Council Officers involved in producing this report

Author: Acting Governance Officer

Proof reader(s): Team Leader Governance, Acting Manager Corporate Performance

Approved by: Acting Director Organisation

Purpose

The Council Offices close over the Christmas and New Year period each year. This year Christmas Eve falls on a Monday, therefore, it is proposed that the Council offices will close from 5.00pm on Friday 21 December 2012 and re-open at 8.15 am on Wednesday 2 January 2013. Directors will make appropriate staffing arrangements to ensure that Council services and programs required to operate during this period continue to do so.

RECOMMENDATION

That the Council offices close at 5.00pm on Friday 21 December 2012 and re-open at 8.15am on Wednesday 2 January 2013.

Background

This year Christmas Eve falls on a Monday, therefore, employees propose that the Council offices will close from 5.00pm on Friday 21 December 2012 and re-open at 8.15 am on Wednesday 2 January 2013. This will require staff to take four leave days over this period. Directors will make appropriate staffing arrangements to ensure that Council services and programs required to operate during this period continue to do so.

Council Plan/Key Strategic Activity

There are not direct links to the *Council Plan 2009-2013*.

Risk Management

There is no risks associated closing the Council Offices over the Christmas and New Year period, a number of local business and traders will also be closed over this time. Arrangement will be put in place to ensure services and programs continue to operate over this time.

Policy Considerations

There are no conflicts with existing Council Policies.

Financial Implications

There are no financial implications arising from this proposal.

Legal/Statutory Implications

The proposal is consistent with the *Local Government Act 1989* and necessary to ensure compliance with this Act.

Environmental/Sustainability Impacts

There are no environmental or sustainable impacts that will arise from this proposal.

6. MANAGEMENT REPORTS

6.8 2012/2013 Christmas Arrangements (continued)

Social Implications

There are no social impacts by closing the Council Offices over Christmas and New Year.

Economic Impacts

There are no economic impacts arising from this proposal.

Consultation

Level of public participation	Promises to the public/stakeholders	Examples of techniques to use
Inform	Staff and public will be informed that Council is closing the offices at 5.00pm Friday 21 December 2011 and re-open at 8.15am on Wednesday 2 January 2013	<ul style="list-style-type: none"> • GSCC Insite • Email from the CEO • COGSpeak

Officers believe that appropriate consultation has occurred and the matter is now ready for Council consideration.

Strategic Links

a) Greater Shepparton 2030 Strategy

There are no direct links to the *Greater Shepparton 2030 Strategy*.

b) Other strategic links

No other strategic links have been identified

Options for Consideration

Council offices close at 3.00pm on Monday 24 December and re-open at 8:15am on Wednesday 2 January 2012. This would require staff to take three leave days to cover this period.

Conclusion

Council Offices close over Christmas and New Year each year. This year Council propose to close the offices from 5.00pm on Friday 21 December 2012 and re-open at 8.15 am on Wednesday 2 January 2013.

Caretaker Statement

The recommended decision is not a 'Major Policy Decision' as defined in section 93A of the *Local Government Act 1989*.

Attachments

Nil.

6. MANAGEMENT REPORTS

6.9 Deakin Reserve Advisory Committee – Appointment of Members

Disclosures of conflicts of interest in relation to advice provided in this report

No Council officers or contractors who have provided advice in relation to this report have declared a conflict of interest regarding the matter under consideration.

Council Officers involved in producing this report

Author: Acting Committees Coordinator

Proof reader(s): Team Leader Governance, Acting Manager Corporate Performance

Approved by: Director Organisation

Purpose

The Deakin Reserve Advisory Committee has 10 community representative members. The term of appointment for the five of the current members of the Deakin Reserve Advisory Committee is due to expire on 16 October 2012. This report recommends the appointment of five new committee members to help manage the facility for a two year term.

RECOMMENDATION

That the Council having considered the nominations received for appointment to the Deakin Reserve Advisory Committee, appoint the following five members for a two year term:

Ian FITZSIMMONS
Ian HOWARD
Don KILGOUR
Paul McGRATH
Barry SENIOR

Background

The Deakin Reserve Advisory Committee has 10 community representative members who are appointed for two year terms. Each year the term of appointment for five of these members expire and new members need to be recruited to fill these vacancies.

At the Ordinary Council Meeting held on 21 September 2010 five members were appointed and their term has now expired. An advertisement calling for applications to fill these five positions on the committee was placed in the Shepparton News and letters were sent to the outgoing committee members encouraging them to reapply. Five applications have been received and these are listed below:

Ian FITZSIMMONS
Ian HOWARD
Don KILGOUR
Paul McGRATH
Barry SENIOR

It is recommended that all five applicants be appointed to the Deakin Reserve Advisory Committee for a term of two years.

6. MANAGEMENT REPORTS

6.9 Deakin Reserve Advisory Committee – Appointment of Members (continued)

Council Plan/Key Strategic Activity

This proposal supports the key strategic activity no. 6 of the *Council Plan 2009-2013*: “Council Organisation and Management” it that it helps council to “*deliver best practice management, governance administrative and financial systems that support the delivery of Council programs to the community of Greater Shepparton*”.

Risk Management

Risks	Likelihood	Consequence	Rating	Mitigation Action
Lack of communication between the committee and Council	Possible	Minor	Low	Two Councillors are appointed members of the Committee to provide a communication channel and directions.
Advisory Committee Members not covered under Council's Insurance Policy	Possible	Minor	Low	Any recommendations made by the committee are referred to Council for final decision.
Non compliance with Assemblies of Councillors requirements under the <i>Local Government Act 1989</i> .	Possible	Minor	Low	Minutes of all meetings of the committee are submitted to Council in accordance with the Act.

Policy Considerations

There are no conflicts with existing Council Policies.

Financial Implications

There are no financial implications arising from this proposal.

Legal/Statutory Implications

The proposal is consistent with the *Local Government Act 1989* and necessary to ensure compliance with this Act.

In accordance with section 80A of the *Local Government Act 1989* an Assemblies of Councillors record shall be kept for any meeting of the Committee which has at least one Councillor in attendance. A copy of the Assemblies of Councillors record must be submitted to Council within 14 days of the date of the meeting for inclusion in the next Ordinary Council Meeting agenda and minutes.

Environmental/Sustainability Impacts

There are no environmental or sustainability impacts arising from this proposal.

6. MANAGEMENT REPORTS

6.9 Deakin Reserve Advisory Committee – Appointment of Members (continued)

Social Implications

Appointing community members to the Deakin Reserve Advisory Committee will help to build a sense of community as it increases stakeholder participation and pride in their local sports and recreation facilities.

Economic Impacts

There are no economic impacts arising from this proposal.

Consultation

Advertisements calling for nominations for applicants to fill the five vacant positions on the Deakin Reserve Advisory Committee were placed in the Shepparton News on Friday 31 August and 7 September 2012. Letters were sent to those members whose term of appointment was due to expire encouraging them to re-apply for another term on the committee.

Level of public participation	Promises to the public/stakeholders	Examples of techniques to use
Inform	Keep informed	<ul style="list-style-type: none"> • Newspaper advertisements • Consultation with committee members
Involve	Work together. Feedback is an input into decision-making.	<ul style="list-style-type: none"> • Council to consult with the committee in relation to management of the facility.
Collaborate	Feedback and advice received from the Committee will be incorporated into decisions the maximum level possible.	<ul style="list-style-type: none"> • Advisory Committee consisting of community members to be appointed. • Councillor appointees to the committee enables ongoing collaboration between the committee and the Council.
Empower	Council will give due consideration to implementation of the committee's recommendations.	<ul style="list-style-type: none"> • Council will agree to funding requests where possible to enable the committee to undertake desired projects.

Officers believe that appropriate consultation has occurred and the matter is now ready for Council consideration.

Strategic Links

a) Greater Shepparton 2030 Strategy

There are no strategic links to the *Greater Shepparton 2030 Strategy*.

b) Other strategic links

There are no other strategic links.

Options for Consideration

Councillors could choose not to appoint some or all of the applicants to the committee.

6. MANAGEMENT REPORTS

6.9 Deakin Reserve Advisory Committee – Appointment of Members (continued)

Conclusion

It is recommended that Council appoint all five applicants to the committee to ensure that the committee is able to continue playing a vital role in assisting Council with the operation of the facility.

Caretaker Statement

The recommended decision is not a 'Major Policy Decision' as defined in section 93A of the *Local Government Act 1989*.

Attachment

Nil.

6. MANAGEMENT REPORTS

6.10 Organisational Review

Disclosures of conflicts of interest in relation to advice provided in this report

No Council officers or contractors who have provided advice in relation to this report have declared a conflict of interest regarding the matter under consideration.

Council Officers involved in producing this report

Author: Acting Manager Corporate Performance

Approved by: Director Organisation

Proof Reader: Chief Executive Officer

Purpose

The Chief Executive has over the last six months undertaken a review of the organisation. The purpose of this report is to update Council on the progress to date of implementing recommendations out of the "Greater Shepparton City Council Organisations Scan – Good to Great" final report .

RECOMMENDATION

That the Council note the quarterly update of progress in implementing the "Greater Shepparton Greater Future – Organisational Scan – Good to Great final report adopted by Council on the 17th July 2012.

Background

The Chief Executive Officer on commencing with the Greater Shepparton City Council on the 16 January 2012 started a review of the processes, systems and human and physical resources of the organisation.

It became apparent that considerable effort was required to focus the organisation and make the organisation accountable for its actions and undertakings.

Due to this, external consultants CT Management were encouraged to undertake an Organisational Scan with the purpose of identifying where the organisation can improve its performance and long term sustainability through:

- Increased ownership and alignment to the Council Plan
- Increased operating efficiency in service delivery
- Informing the proposed served play that will be undertaken
- Enable deployment and ownership of the human and physical assets of the Organisation

From the consultation process that followed within the Organisation a Final Report listed two separate actions to be implemented:

- Organisation Structure be developed; and
- A final report together with a transitional plan be developed.

This report provides a summary of the actions since the adoption of the final report by Council.

6. MANAGEMENT REPORTS

6.10 Organisational Review (continued)

Organisation Structure

On the 14 June 2012 a new organisational structure was released to all employees. A transition management process was put in place to assist the organisation transition to the new structure.

In implementing the new structure applications have been publicly invited to fill the following positions, with an indication of progress at the time of writing reports:

- Director Business (interviews held – no appointment made)
- Director Organisation (appointment made)
- Director Infrastructure (appointment made)
- Manager People and Performance (appointment made)
- Manager Corporate Performance (appointment made)
- Manager Communications and Marketing (appointment made)

- Director of Community (appointment made)
- Manager Arts, Events, Tourism (interviews held)
- Manager Finance and Rates (appointment made)
- Manager Information Services (interviews held)

- Manager Works (applications received, interviews being undertaken)
- Manager Parks (applications received, interviews being undertaken)
- Manager Neighbourhoods (applications received, interviews being undertaken)
- Manager Citizen Service (applications received, interviews being undertaken)
- Manager Youth and Children's Services (to be advertised)

Organisation Transition Plan

The final report contains a transitional management plan. The Plan provides for the issues that were identified, who is responsible, what attention is required. Of the 117 tasks set out in the plan, 67 tasks or 57 per cent have either been completed or have a project plan and/or are being implemented.

A key project from the Transition Plan is to arrange for staff to move within the organisation to locations that will enable staff within departments to be accommodated together, thereby creating more effective and efficient use of work spaces and facilitating better communication within the organisation.

Key projects in this area over the past month has been:

- Finalise the office layout for the new Events/Eastbank area;
- Works to be completed on the new Building Surveyor's Office
- At Doyles Road Complex relocate Assets Team, Parks and Gardens and Building Maintenance Team within the complex.

A copy of the progress against each Transition Plan item is shown in Attachment X to this Report. It provides a status report for information.

Policy Considerations

There are no conflicts with Council Policy.

6. MANAGEMENT REPORTS

6.10 Organisational Review (continued)

Best Value Implications

The Best Value principles have been taken into account and the proposal is consistent with them.

Financial Implication.

The cost of the organisational scan was \$76,950 (excluding GST), this cost was recognised as required to achieve the independent review of the organisation. The cost has not increased any over expenditure in Council's 2011/2012 operating budget.

The costings for the implementation of the Transitional Management Plan have not been estimated at this time. However, any proposed amendments to the budget will be provided in the December review and decision.

Legal/Statutory Implications

Particular effort has been made during the organisational scan to ensure adequate consultation has taken place to minimise the risk of Council being referred to Fair Work Australia for any breach of this Act or the Council's Enterprise Bargaining Agreement.

Consultation

Officers believe that considerable consultation has occurred and the matter is now ready for Council consideration. All Councillors and employees have, been offered the opportunity to be involved in the process.

Strategic Links

a) Greater Shepparton 2030 Strategy

There are no direct links to the Greater Shepparton 2030 Strategy.

b) Council Plan

The amendment is consistent with the *Council Plan 2009-2013*.

c) Other strategic links

No other strategic links have been identified.

Conclusion

That Council note this quarterly update of progress in implementing the "Greater Shepparton Greater Future – Organisational Scan – Good to Great final report adopted by Council on the 17 July 2012.

Caretaker Statement

The recommended decision is not a 'Major Policy Decision' as defined in section 93A of the *Local Government Act 1989*.

Attachment

Greater Shepparton City Council Organisation Transition Plan Update

7. TABLED MOTIONS

8. REPORTS FROM COUNCIL DELEGATES TO OTHER BODIES

9. REPORTS FROM SPECIAL COMMITTEES AND ADVISORY COMMITTEES

10. NOTICES OF MOTION, AMENDMENT OR RESCISSION

11. DOCUMENTS FOR SIGNING AND SEALING

12. COUNCILLOR ACTIVITIES

Councillors' Community Interaction and Briefing Program

From 8 September to 7 October some, or all, of the Councillors have been involved in the following activities:

- Hume Strategy Regional Leadership Gathering
- Goulburn Murray Local Learning Education Network Meeting
- Des Bethke – Hunt & Hunt - CEO Review with the Councillors
- Shepparton Show Me Reference Group - Agenda run through
- Citizenship Ceremony - Three ceremonies were conducted in September
- Visit to Katandra West Kindergarten and Primary School - art work prepared by local young people
- Shepparton Brass Band meeting – Annual General Meeting
- Neighbouring Council Meeting – hosted by the Shire of Campaspe
- The John Furphy Memorial Lecture
- Special Shepparton Show Me Meeting
- Shepparton Show Me Reference Group Meeting
- Older Person's Advisory Committee Meeting
- Disability Advisory Committee meeting
- Udera Memorial Hall Meeting
- Australian National Piano Awards - Gala Dinner
- Annual Spring Orchid Show
- Soccer Grand Final – Deakin Reserve
- Australian National Piano Awards - Grand Final Concert
- Merrigum Bowls Club - Opening of exterior shelter area
- 2014 Country Week Tennis - Media announcement and opportunity
- Candidate Information Session with the Victorian Electoral Council
- Shepparton Villages - Board Meeting
- Shepparton Show Me Committee meeting
- Native Vegetation of the Goulburn Broken Riverina Plains
- Shepparton Art Museum Advisory Committee Meeting
- MAV State Council Meeting
- Monash Park Underpass Panel Meeting
- Funding Announcement - Vaughan Street - Minister Powell
- Shepparton Park Bowls Club - Media Opportunity
- Greater Shepparton City Council - Youth Strategy Launch
- Official Opening of Sidney Myer Fund Australian Ceramic Award
- SheppARTon Festival – Annual General Meeting
- Water Water – Aesthetic Responses to the Goulburn Broken Catchment – Eastbank Centre

12. COUNCILLOR ACTIVITIES

Councillors' Community Interaction and Briefing Program (continued)

- Older Person's Advisory Committee meeting to discuss Seniors Expo
- Shepparton Show Me Reference Group Meeting
- 2012 National Police Remembrance Day - Memorial Service
- Heritage Advisory Committee meeting
- Regional Information & Advocacy Council – Annual General Meeting
- Hume Region Local Government Network Meeting
- Tatura Italian Social Club - Annual Salami Night

Councillors were also briefed on the following matters:

- Financial Statements - Standard & Performance [Discussions & Questions]
- Insurance Renewals - Councillor & Officer Liability
- Murchison Box Ironbark Trial Project
- Greater Shepparton City Council Annual Report update
- Australian Botanic Gardens - Kialla Land Fill site - yearly update to the Councillors
- Building Better Regional Cities Funding Program
- Cultural Heritage Guidelines
- Amendment C151 Tatura Milk Rezoning
- Itinerant Traders Policy
- Community Plan Update
- 2012/2013 Christmas Arrangements
- Vaughan Street Planning Applications
- Itinerant Traders Policy
- Commercial Rates for ConnectGV properties
- Victoria Park Lake - Western Park
- Senior Festival

In accordance with section 80A of the *Local Government Act 1989* records of the Assemblies of Councillors are attached.

RECOMMENDATION

That the summary of the Councillors' community interaction and briefing program be received.

Caretaker Statement

The recommended decision is not a 'Major Policy Decision' as defined in section 93A of the *Local Government Act 1989*.

Attachments

- Deakin Reserve Advisory Committee Meeting – 9 August 2011
- Deakin Reserve Advisory Committee Meeting – 14 February 2012
- Disability Advisory Committee Meeting – 25 May 2012
- Deakin Reserve Advisory Committee Meeting – 12 June 2012
- Shepparton Art Museum Advisory Committee Meeting – 15 August 2012
- Women's Charter Alliance Advisory Committee Meeting – 17 September 2012
- Arts Coordinating Group Meeting – 20 September 2012
- Shepparton Art Museum Advisory Committee Meeting – 19 September 2012

13 URGENT AND OTHER BUSINESS NOT INCLUDED ON THE AGENDA

14. PUBLIC QUESTION TIME

15. CONFIDENTIAL MANAGEMENT REPORTS

GREATER SHEPPARTON DISABILITY ADVISORY COMMITTEE TERMS OF REFERENCE

Purpose

The Greater Shepparton Disability Advisory Committee will advise Council with recommendations that ensure people with a disability have access and are included in our community.

1. Role of the Greater Shepparton Disability Advisory Committee

- a. Act as an advisory committee to the Council on the needs of people with a disability in our community.
- b. Promote community participation in and awareness of disability issues within the Municipality.
- c. Provide:
 - i. an advocacy role in disability matters within the Municipality and to the Council,
 - ii. advise on best practice in the management of all disability awareness and its applicability to the Municipality,
 - iii. advice and recommendations on proposals related to people with a disability when referred or brought to the Committee / Council,
 - iv. advice and recommendations to Council on policy matters relating to people with a disability including but not limited to, the Greater Shepparton Disability Action Plan.
- d. Make recommendations to the Council about further work required to identify, document and promote inclusion of people with a disability in the City of Greater Shepparton.
- e. Provide advice on recommendations for nominations of local, state, national or international significance.
- f. Assist the Council in sourcing external funding opportunities to further disability awareness, promotion, management and education.
- g. Ensure there are consultation and participation mechanisms in place for people with disabilities, their families, carers, advocates and service providers to enable meaningful input into Greater Shepparton City Council's service planning and policy development.
- h. Work in partnership with Council and community towards acknowledging and valuing people with a disability.
- i. Inform and educate Council and community about issues for people with a disability, their families, carers and others.
- j. Provide advice and assistance to Council to ensure all capital works and services are accessible and inclusive of people with a disability by working in partnership with key advisory groups.

The Committee does not act as an internal referral body to assess/comment upon applications. This stipulation does not limit or prevent individual members of the Committee from making submissions, objections or appeals to current applications or proposals being assessed by the Council.

2. Committee Membership

The DAC membership will not exceed twelve people

- a. It is desirable that the composition and categories of the Greater Shepparton City Council DAC membership should reflect the following:
- b. Support positions:
 - i. Council Senior staff member
 - ii. Access and Inclusion Officer
 - iii. Rural Access Officer
- c. The support members will not have voting rights (including motions) and are intended to act in a resource and advisory role only.
- d. The categories included should reflect representation from the following areas:
 - i) Council nominated councillor (x 1)
 - ii) People with disabilities (minimum of 5, maximum of 9)
 - iii) Carers (up to 2)
 - iv) Service Providers (x 1)
- e. The incumbent DAC will endeavour to ensure the Advisory Committee make up is inclusive of people with a disability or carers of a person with a disability who demonstrate diversity and vision for the City of Greater Shepparton.
- f. The Council will provide appropriate officers to support the DAC as the need arises and within the scope of the role of the Committee. Examples of this in practice could include conducting master classes to provide for capacity building within the Committee, and updating the Committee on projects and activities within the Council that may be of interest or have a bearing on the Committee's role and/or activities.

3. Committee Meeting Procedure

- a. The position of Chairperson and Deputy Chairperson will be elected by the Committee for the duration of a three (3) month term.
- b. If the Chairperson is not present at a Committee meeting, the Deputy Chairperson must preside. Where the Chairperson and Deputy Chairperson are both absent the members must appoint a Chairperson for that meeting.
- c. The Committee's position on any issue under consideration will be made upon a majority vote by members present or when determined by the Committee by proxy. In the event of a tie, the Chairperson shall have an additional casting vote.
- d. The Committee shall have a quorum which is equal to one-half or, where one-half is not a whole number, one-half plus one of the total number of Committee members.
- e. When the Committee's business involves matters in which one or more members have a conflict of interest, or when their presence may inhibit full discussion, those members should withdraw from this portion of the meeting.
- f. The Committee shall meet at least every month or as otherwise determined by the Committee. The frequency of any Sub-Committee meetings will be determined by the Chairperson of each Sub-Committee.
- g. The Committee will meet monthly every second Friday from 1pm until 3pm and additional meetings will be held at the request of members.
- h. Meetings will be held for a pre-determined period of not more than two hours.
- i. Motions cannot be adopted if a quorum does not exist. The quorum is determined by the minimum of six voting members.
- j. In the event of the quorum not being reached, the meeting can be held if five members are present. A record of this meeting will be taken and can be confirmed at the following meeting.
- k. Appointed members will attend an orientation/induction process organised and delivered by Council Officers.

- l. The location of meetings ensures that the Committee is accessible to all residents of the City of Greater Shepparton.
- m. Length of membership will be three years from the date of appointment.
- n. That appointed members will attend an orientation/induction process which will include Disability Awareness Training and the Disability Discrimination Act.

Meeting structure, agenda and minute formats should meet the needs of the Committee, while ensuring consistency, completeness and accountability. It is recommended that any meeting minutes briefly outline the content of each of the items listed on the agenda, including actions taken and recommendations.

4. Committee Conduct Principles

Committee members are expected to:

- a. actively participate in Committee discussions and offer their opinions and views,
- b. treat all persons with respect and have due regard to the opinions, rights and responsibilities of others,
- c. act with integrity,
- d. attend each meeting where practical, and
- e. avoid conflicts of interest and the releasing of confidential information.

5. Communicating with Council:

- a. The nominated Councillor will provide Council with briefings regarding the activities of the DAC.
- b. The nominated Council staff member will keep Councillors informed on activities for people with a disability and their carers via the appropriate Council channels
- c. The DAC will provide an annual report and briefing to Council's Executive and Councillors.
- d. Any issue on which the Committee requests Council advice or information will be communicated through the Manager of Neighbourhoods and/or the Chief Executive Officer.
- e. Members of the DAC should abide by the principles of the Local Government Privacy Guide - Greater Shepparton City Council.

6. Protocol for meeting with community members

- a. The DAC's role is to hear the issues raised and advise the community member/s that there is no capacity for an individual Committee member to take action on the issues and that it is not possible to provide an immediate response.
- b. Casual Vacancies – Casual vacancies will be filled by application or co-option at the recommendation of a Committee member and with approval at a Committee meeting.
- c. Subcommittee may be formed to work on specific items or issues that will then be fed back to the main group for their recommendations.

7. Attendance at meetings

If a Committee member requires extended leave, they may submit this request in writing to the Committee prior to leave. If a Committee Member is absent for three meetings without an apology, a letter will be forwarded from the Chairperson outlining the DAC Terms of Reference and asking for clarification of the situation.

8. Motions

The Committee's position on any issue under consideration will be made upon a majority vote by members present or when determined by the Committee by proxy. When a motion is put to a vote and the vote is tied, all endeavours will be made for the group to reach a consensus. However should consensus not be achieved, the Chair will have the casting vote.

9. Chairperson

The role of the Chair shall be rotated amongst DAC members on a three monthly basis. A deputy chair will be appointed in the event the Chair is an apology.

10. Responsibilities

Represent Council and participate in media that positively promotes ageing and the DAC.

11. Assemblies of Councillors requirements

In accordance with section 80A of the *Local Government Act 1989* an Assemblies of Councillors record shall be kept for any meeting of the Committee which has at least one Councillor in attendance. A copy of the Assemblies of Councillors record must be submitted to Council within 14 days of the date of the meeting for inclusion in the next Council Meeting Agenda and Minutes. The Assemblies of Councillors record must contain the following information:

- a. the names of all Councillors and Council staff at the meeting
- b. a list of the matters considered
- c. any conflict of interest disclosed by a Councillor
- d. whether a Councillor who disclosed a conflict left the room.

12. Review of Document

The Terms of Reference document will be formally reviewed every three years however a member of the Committee can request an amendment in a formal motion. Any amendments to the Terms of Reference must be referred to Council for formal adoption by resolution at a Council meeting.

The review of the Terms of Reference will occur on the anniversary of the establishment of the Committee which will be February.

**GREATER SHEPPARTON CITY COUNCIL
POSITIVE AGEING ADVISORY COMMITTEE (PAAC)
TERMS OF REFERENCE**

Purpose

The Greater Shepparton Positive Ageing Advisory Committee will advise Council with recommendations that ensure the needs of older people are met in our community.

1. Role of the Greater Shepparton Positive Ageing Advisory Committee

- a. Act as an advisory committee to Council on the needs of older people in our community.
- b. Promote community participation in and awareness of older person's issues within the municipality.
- c. Provide:
 - i. an advocacy role in positive ageing matters within the municipality and Council,
 - ii. advise on best practice in the management of positive ageing and its applicability to the municipality,
 - iii. advice and recommendations on proposals related to older people when referred or brought to the Committee / Council,
 - iv. advice and recommendations to Council on policy matters relating to older people including but not limited to, the Greater Shepparton Positive Ageing Strategy.
- d. Make recommendations to Council about further work required to identify, document and promote inclusion of older people in the City of Greater Shepparton.
- e. Provide advice on recommendations for nominations of local, state, national or international positive ageing significance, including the World Health Organisation.
- f. Assist Council in sourcing external funding opportunities to further positive ageing awareness, promotion, management and education.
- g. Ensure there are consultation and participation mechanisms in place for older people, their families, carers, advocates and service providers, to enable meaningful input into Greater Shepparton City Council's service planning and policy development.
- h. Work in partnership with Council and community towards acknowledging and valuing older people.
- i. Inform and educate Council and community about issues for older people, their families, carers and others.
- j. Provide advice and assistance to Council to ensure all capital works and services are accessible and inclusive of seniors by working in partnership with key advisory groups.

The Committee does not act as an internal referral body to assess/comment upon applications. This stipulation does not limit or prevent individual members of the Committee from making submissions, objections or appeals to current applications or proposals being assessed by Council.

2. Committee Membership

The PAAC membership will not exceed sixteen people

- a. It is desirable that the composition and categories of the Greater Shepparton City Council PAAC membership reflect our diverse community and be supported by two Council officers including:
 - i. Access and Inclusion Officer
 - ii. Senior Council Officer
- b. Whilst support members will not have voting rights (including motions) and are intended to act in a resource and advisory role only, they will have an obligation to ensure that a record of assembly is submitted for all meetings at which a Councillor is in attendance to Council in accordance with clause 11 of this Terms of Reference.
- c. The categories included should reflect representation from the following areas:
 - i. Council nominated councillor (x 1)
 - ii. Nominated representatives (maximum of 14)
 - iii. Community Aged/Industry Service Providers (x1)
- d. The incumbent PAAC will endeavour to ensure the Advisory Committee make up is inclusive of people aged 55 and over who demonstrate diversity and vision for the entire municipality.
- e. Council will provide appropriate officers to support the PAAC as the need arises and within the scope of the role of the Committee. Examples of this in practice could include conducting master classes to provide for capacity building within the Committee, and updating the Committee on projects and activities within Council that may be of interest or have a bearing on the Committee's role and/or activities.

3. Committee Meeting Procedure

- a. The position of Chairperson and Deputy Chairperson will be elected by the Committee for the duration of a one 3 month term.
- b. If the Chairperson is not present at a Committee meeting, the Deputy Chairperson must preside. Where the Chairperson and Deputy Chairperson are both absent the members must appoint a Chairperson for that meeting in the form of a vote.
- c. The Committee's position on any issue under consideration will be made upon a majority vote by members present or when determined by the Committee by proxy. When a motion is put to a vote and the vote is tied, all endeavours will be made for the group to reach a consensus. However should consensus not be achieved, the Chair will have the casting vote.
- d. The Committee shall have a quorum which is equal to one-half or, where one-half is not a whole number, one-half plus one of the total number of Committee members.
- e. When the Committee's business involves matters in which one or more members have a conflict of interest, or when their presence may inhibit full discussion, those members should withdraw from this portion of the meeting.
- f. The Committee shall meet at least every month or as otherwise determined by the Committee. The frequency of any Sub-Committee meetings will be determined by the Chairperson of each Sub-Committee.
- g. The role of Chair will be rotated amongst PAAC members on a three monthly basis. A deputy chair position will also be rotated every three months and will be appointed in the event the Chair is an apology.
- h. The Committee will meet monthly on the second Friday from 12 noon until 2pm and additional meetings will be held at the request of members.
- i. Meetings will be held for a pre-determined period of not more than two hours.
- j. Motions cannot be adopted if a quorum does not exist. The quorum is determined by the minimum of eight voting members.
- k. In the event of the quorum not being reached, the meeting can be held if five members are present. A record of this meeting will be taken and can be confirmed at the following meeting.

- l. Appointed members will attend an orientation/induction process organised and delivered by Council Officers.
- m. The location of meetings ensures that the Committee is accessible to all residents of the City of Greater Shepparton.
- n. Length of membership will be three years from the date of appointment.

Meeting structure, agenda and minute formats should meet the needs of the Committee, while ensuring consistency, completeness and accountability. It is recommended that any meeting minutes briefly outline the content of each of the items listed on the agenda, including actions taken and recommendations.

4. Committee Conduct Principles

Committee members are expected to:

- a. actively participate in Committee discussions and offer their opinions and views,
- b. treat all persons with respect and have due regard to the opinions, rights and responsibilities of others,
- c. act with integrity,
- d. attend each meeting where practical, and
- e. avoid conflicts of interest and the releasing of confidential information.

5. Communicating with Council:

- a. The nominated Councillor will provide Council with briefings regarding the activities of the PAAC.
- b. Council staff member will keep Councillors informed on older people via the appropriate Council channels.
- c. PAAC will provide an annual report and briefing to Council's Executive and Councillors.
- d. Any issue on which the Committee requests Council advice or information will be communicated through the Manager of Neighbourhoods and/or the Chief Executive Officer.
- e. Members of the PAAC should abide by the principles of the Local Government Privacy Guide - Greater Shepparton City Council.

6. Protocol for meeting with community members

- a. The PAAC role is to hear the issues raised and advise the community member/s that there is no capacity for an individual Committee member to take action on the issues and that it is not possible to provide an immediate response.
- b. Casual Vacancies – Casual vacancies will be filled by application or co-option at the recommendation of a Committee member and with approval at a Committee meeting.
- c. Subcommittee may be formed to work on specific items or issues that will then be fed back to the main group for advisement.

7. Attendance at meetings

If a Committee member requires extended leave, they may submit this request in writing to the Committee prior to leave. If a Committee Member is absent for three meetings without an apology, a letter will be forwarded from the Chairperson outlining the PAAC Terms of Reference and asking for clarification of the situation.

8. Responsibilities

Represent Council and participate in media that positively promotes ageing and the PAAC.

9. Assemblies of Councillors requirements

In accordance with section 80A of the *Local Government Act 1989* an Assemblies of Councillors record shall be kept for any meeting of the Committee which has at least one Councillor in attendance. A copy of the Assemblies of Councillors record must be submitted

to Council within 14 days of the date of the meeting for inclusion in the next Council Meeting Agenda and Minutes. The Assemblies of Councillors record must contain the following information:

- a. the names of all Councillors and Council staff at the meeting
- b. a list of the matters considered
- c. any conflict of interest disclosed by a Councillor
- d. whether a Councillor who disclosed a conflict left the room.

10. Review of Document

The Terms of Reference document will be formally reviewed every three years however a member of the Committee can request an amendment in a formal motion.

The review of the Terms of Reference will occur on the anniversary of the establishment of the Committee which will be February.

DRAFT

GREATER SHEPPARTON CITY COUNCIL

Addendum to Financial Report

Finance Manager's Overview

The September 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 third month of the financial year. Revenue is currently ahead of budget by \$1.30m and expenditure is ahead of budget by \$4.80m, resulting in a lower than expected operating year-to-date budget position of \$3.50m.

The forecast position for end of year reflects an increase in income of \$0.41m and an increase in expenditure of \$1.37m resulting in an overall unfavourable forecast which is \$0.96m against budget.

Capital revenue is tracking marginally behind budget by \$0.01m, and a forecasted increase of \$0.03m in capital revenue when compared to the September Quarter budget. Capital expenditure is tracking \$0.24m under budget, with works to the value of \$2.35m out of a total budget of \$31.86m having been completed in the first quarter of 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 a total of \$27.52m invested. The average interest rate is 4.96%, 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 note is and will continue to produce a reduction in the interest earned by council investments. This combined with early payments of the defined benefits superannuation liability will require budgeted investment income to be reduced at mid year review.

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 \$220k, which is payable by the Department of Justice for the Public Safety Infrastructure Fund Safe City Camera Project.

Further details and explanations are contained in the financial report.

FINANCIAL STATEMENTS

2012-2013 FINANCIAL YEAR TO DATE AS AT

30 September 2012

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Greater Shepparton City Council
Income Statement
for period ending September 2012

	Sept Qtr 2012/2013	2012/2013 Forecast	2012/2013 YTD Budget	2012/2013 YTD Actual	2012/2013 YTD Variance (Fav)/Unfav	2012/2013 YTD Variance (Fav)/Unfav	Note
	\$	\$	\$	\$	\$	%	
Revenue							
Rates and Charges	56,410,956	56,410,956	56,410,956	56,830,501	(419,545)	(0.7%)	
Operating Grants and Contributions	15,908,695	16,326,683	4,043,342	5,054,671	(1,011,329)	(25.0%)	1
Capital Grants and Contributions	8,473,700	8,503,352	325,098	240,068	85,030	26.2%	
Interest	1,648,059	1,448,059	244,014	112,925	131,090	53.7%	2
User Charges	14,297,803	14,215,781	3,663,752	3,480,935	182,817	5.0%	3
Statutory Fees	2,444,736	2,415,283	411,272	470,326	(59,054)	(14.4%)	
Proceeds from Sale of Assets	346,000	346,000	0	70,738	(70,738)	100.0%	
Other	533,207	695,956	153,968	328,164	(174,196)	(113.1%)	4
Parking Fees and Fines	1,983,695	1,983,695	495,789	411,455	84,334	17.0%	
Rent	591,451	699,314	263,168	304,017	(40,849)	(15.5%)	
Total Revenue	102,638,302	103,045,079	66,011,359	67,303,800	(1,292,441)	(2.0%)	
Expenses							
Employee Benefits	38,179,587	39,411,198	9,517,339	9,858,262	340,923	3.6%	5
Materials and Consumables	27,265,387	27,472,411	7,697,122	12,138,100	4,440,978	57.7%	6
External Contracts	10,060,458	9,959,837	2,485,016	2,459,045	(25,971)	(1.0%)	
Utilities	2,706,526	2,736,572	613,429	712,819	99,390	16.2%	7
Borrowing Costs	1,330,247	1,330,247	9,475	30,971	21,496	226.9%	
Depreciation and Amortisation	17,649,000	17,646,000	4,419,726	4,412,241	(7,485)	(0.2%)	
Written Down Value of Assets Sold	357,800	357,800	73,470	0	(73,470)	(100.0%)	
Total Expenses	97,549,005	98,914,065	24,815,577	29,611,438	4,795,861	19.3%	
Surplus/(Deficit) for the period	5,089,297	4,131,014	41,195,782	37,692,362	3,503,420	8.5%	

Greater Shepparton City Council
Financial Narrative
30 September 2012

Summary

As at 30 September 2012, Greater Shepparton City Council reports an operating surplus of \$37.69m, which is \$3.50m less than expected for this time of the year. This surplus comprises of \$67.30m in income and expenditure of \$29.61m. The forecasts for end-of-year estimate the operating surplus will be \$4.13m, \$0.96m less than the September quarterly review.

Capital expenditure totalling \$2.35m has been recorded to 30 September 2012. This equates to a total of 7% of the total capital expenditure budget with quarter of the year passed. The end-of-year forecast for capital expenditure indicates that \$31.60m is required for works, which is \$0.26m less than the September quarterly review budget of \$31.86m.

Income Statement

Operating revenue of \$67.30m is \$1.29m ahead of budget, while operating expenses of \$29.61m are \$4.80m ahead of budget. The end-of-year forecast estimates a increase of \$0.41m in revenue expected to be received, while expenditure is forecast to be over budget by \$1.37m.

- 1 Operating grants and contributions are reporting to be ahead of budget by \$1.01m. Larger variances include:
 - \$0.66m of the additional income received relates to unbudgeted grants received for the flood events in early 2012, including \$0.5m to offset unbudgeted costs incurred during 2011/2012 for the February flood event.
 - An unbudgeted government grant of \$0.08m was received for Goulburn Broken Greenhouse Alliance training.
 - \$0.09m relates to Community Connection funding which has been received earlier in the year than expected
 - \$0.08m has reported as additional income received from Communities for Children for the Best Start program
- 2 Interest revenue is currently tracking \$0.13m behind budget. This is due to a lower than expected interest rate received on investments and with annual investment interest to be revised down at the mid year review.
- 3 User fees and charges revenue is currently tracking \$0.18m behind budget. This is primarily due to Cosgrove Operations user charges reporting to be behind budget by \$0.19m, as a direct result of municipal waste being down by 10 per cent. Investigation is underway to establish if this is a permanent or timing variance.
- 4 Other revenue is tracking \$0.17m ahead of budget. This variance comprises of several smaller variances, including the following:
 - \$0.07m of the variance is as a result of internal adjustments required as part of correcting prior financial year accruals.
 - \$0.04m relates to income received from United Approach to Tourism for services rendered.
- 5 Employee Benefits reports a \$0.34m unfavourable variance. This variance in part relates to payments in Workcover premiums, which are due to be received later in the year, this is a timing variance only.
- 6 Materials and consumables are currently reporting a \$4.4m unfavourable variance. This variance is largely related to the payment of Greater Shepparton City Council's unfunded defined benefits superannuation call early to take advantage of the discount offered. Consideration will be given to funding this liability and replenishing cash reserves during the mid year review process which occurs in December 2012.
- 7 Utilities are currently over budget by \$0.10m. This is currently being investigated to determine if this will be an ongoing trend.

Greater Shepparton City Council
Balance Sheet
for period ending September 2012

	Sept Qtr 2012/2013 \$	June 2012 \$	September 2013 \$	Note
Current Assets				
Cash	1,000,000	2,685,120	2,882,945	
Receivables	6,000,000	4,803,422	49,274,162	1
Investments	21,674,239	34,163,064	27,522,317	2
Other	500,000	78,968	94,942	
Non Current Assets Held for Resale	-	-	-	
Total Current Assets	29,174,239	41,730,573	79,774,366	
Non Current Assets				
Receivables	-	0	0	
Infrastructure	667,893,245	649,795,745	647,734,315	
Other	1,371,049	1,157,661	1,157,661	
Total Non Current Assets	669,264,294	650,953,406	648,891,976	
Total Assets	698,438,533	692,683,980	728,666,342	
Current Liabilities				
Payables	8,236,305	5,312,639	3,969,802	
Interest Bearing Liabilities	100,000	389,095	389,095	
Trust Funds	2,000,000	2,123,054	2,204,554	
Employee Benefits	7,900,000	13,771,581	13,627,349	
Other	220,000	242,851	2,625	
Total Current Liabilities	18,456,305	21,839,220	20,193,425	
Non Current Liabilities				
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	
Total Non Current Liabilities	16,238,000	16,299,154	16,234,949	
Total Liabilities	34,694,305	38,138,374	36,428,375	
Net Assets	663,744,228	654,545,605	692,237,967	
Represented By				
Accumulated Surplus	303,623,322	294,569,818	332,262,180	
Reserves	360,120,906	359,975,787	359,975,787	
Total Equity	663,744,228	654,545,605	692,237,967	

Greater Shepparton City Council
Financial Narrative
30 September 2012

Balance Sheet

- 1 Majority of the Receivables variance relates to Rates revenue which has been raised, but not yet received.
- 2 Investments have decreased due to the payment of Greater Shepparton City Council's unfunded defined benefits superannuation call of \$5.34m early to take advantage of the discount offered. Consideration will be given to funding this liability during the mid year review process which occurs in December 2012.

Investments

Investments have decreased by \$5.19m since July, from \$32.71m to \$27.52m. This is primarily due to the payment of Greater Shepparton City Council's unfunded defined benefits superannuation call. The average interest rate on investments is 4.96%. While the average rate is still showing a reasonable level, recent investments are not attracting this level of return and as such Council will see a lower investment return this year.

Capital

Capital revenue of \$0.31m is behind budget by \$0.01m, while capital expenditure of \$2.35m is \$0.24m behind budget. There are a number of individual items which explain these variances with further details provided on page 8 of this report.

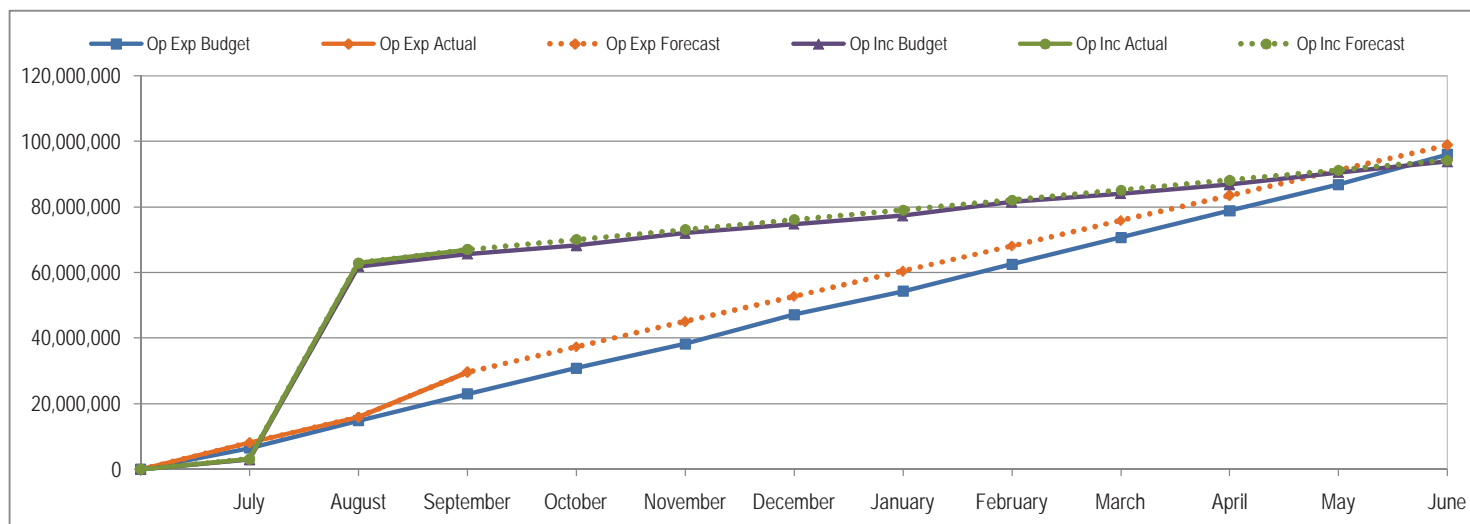
Cash Flow Statement

for period ending September 2012

	Sept Qtr 2012/2013 \$	September 2012 \$
<i>Cash flows from operating activities</i>		
Receipts from customers	71,070,602	17,137,708
Payments to suppliers	(78,212,205)	(26,948,033)
Net cash inflow(outflow) from customers(suppliers)	(7,141,603)	(9,810,325)
Interest received	1,598,755	112,925
Government receipts	26,625,000	5,294,739
Other	(1,330,000)	304,017
Net cash inflow(outflow) from operating activities	19,752,152	(4,098,645)
<i>Cash flows from investing activities</i>		
Property, plant & equipment, infrastructure - receipts	345,000	70,738
Property, plant & equipment, infrastructure - payments	(31,372,472)	(2,350,811)
Other	-	-
Net cash inflow(outflow) from investing activities	(31,027,472)	(2,280,072)
<i>Cash flows from financing activities</i>		
Proceeds from interest bearing loans and borrowings	-	-
Repayment of interest-bearing loans and borrowings	(362,000)	(64,205)
Other	-	-
Net cash inflow(outflow) from financing activities	(362,000)	(64,205)
Net increase(decrease) in cash and equivalents	(11,868,093)	(6,442,922)
Cash and equivalents at the beginning of the year	34,542,448	36,848,184
Cash and equivalents at the end of the year	22,674,355	30,405,262

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Greater Shepparton City Council
Operating Budget vs Actual
 2012/2013 Financial Year to period ending September 2012



Expenditure

Strategic Objective	2012/2013 E.O.Y. Forecast	Sept Qtr 2012/2013	2012/2013 YTD Budget	2012/2013 YTD Actuals	2012/2013 YTD Variance (Fav./Unfav.)		
					Variance \$	Variance %	Note
Community Life	35,546,019	35,850,698	8,829,584	8,181,680	(647,904)	(7.3%)	1
Council Organisation and Management	15,285,962	15,116,662	4,336,945	10,359,534	6,022,589	138.9%	2
Economic Development	6,640,876	6,524,430	1,534,105	1,272,996	(261,109)	(17.0%)	3
Environment	12,076,933	12,180,775	3,076,871	2,729,295	(347,576)	(11.3%)	4
Infrastructure	22,697,903	22,336,974	5,646,590	5,648,904	2,314	0.0%	
Settlement and Housing	6,666,372	5,947,399	1,391,482	1,419,029	27,547	2.0%	
Grand Total	98,914,065	97,956,938	24,815,577	29,611,438	4,795,861	19.3%	

Income

Strategic Objective	2012/2013 E.O.Y. Forecast	Sept Qtr 2012/2013	2012/2013 YTD Budget	2012/2013 YTD Actuals	2012/2013 YTD Variance (Fav./Unfav.)		
					Variance \$	Variance %	Note
Community Life	17,519,631	17,335,750	4,149,324	5,248,189	(1,098,865)	(26.5%)	5
Council Organisation and Management	57,101,956	57,222,456	51,415,450	51,767,772	(352,322)	(0.7%)	
Economic Development	2,946,310	2,806,323	900,326	838,439	61,887	6.9%	
Environment	12,348,476	12,333,676	8,358,971	8,124,294	234,677	2.8%	
Infrastructure	2,495,594	2,407,637	530,908	506,256	24,652	4.6%	
Settlement and Housing	1,783,760	1,712,760	331,282	508,044	(176,762)	(53.4%)	6
Grand Total	94,195,727	93,818,602	65,686,261	66,992,994	(1,306,733)	(2.0%)	

Greater Shepparton City Council
Budget vs. Actual Notes
30 September 2012

OPERATING**Expenditure****1**

Community Life reports an operating underspend of \$0.65m. This current underspend is made up of a number of smaller variances, some of these include:

- Aged Household contract payments reports an underspend of \$0.16m, which is a timing issue and is expected to be back n track next month.
- Various salary accounts including Parks Maintenance, Recreation and Parks and Children's Services Management are showing underspends due to current staff vacancies.

2

Council Organisation and Management is reporting a \$6.02m overspend. The majority of this variance relates to the payment of Greater Shepparton City Council's unfunded defined benefits superannuation call of \$5.34m.

3

Economic Development is reporting a \$0.26m underspend. As well as a number of smaller variances, larger variances include:

- A \$0.03m reduction in Shepparton Show Me advertising.
- Due to staff vacancies there is also a \$0.03m underspend in this area.

4

Environment reports a underspend of \$0.35m. Variances include:

- A \$0.07m underspend in Flood Mitigation Studies as the project has started but in its early stages.
- A number of smaller variances which do not materially effect the overall financial position of the Council.

Income**5**

Community Life reports a \$1.10m favourable variance. Major variances include:

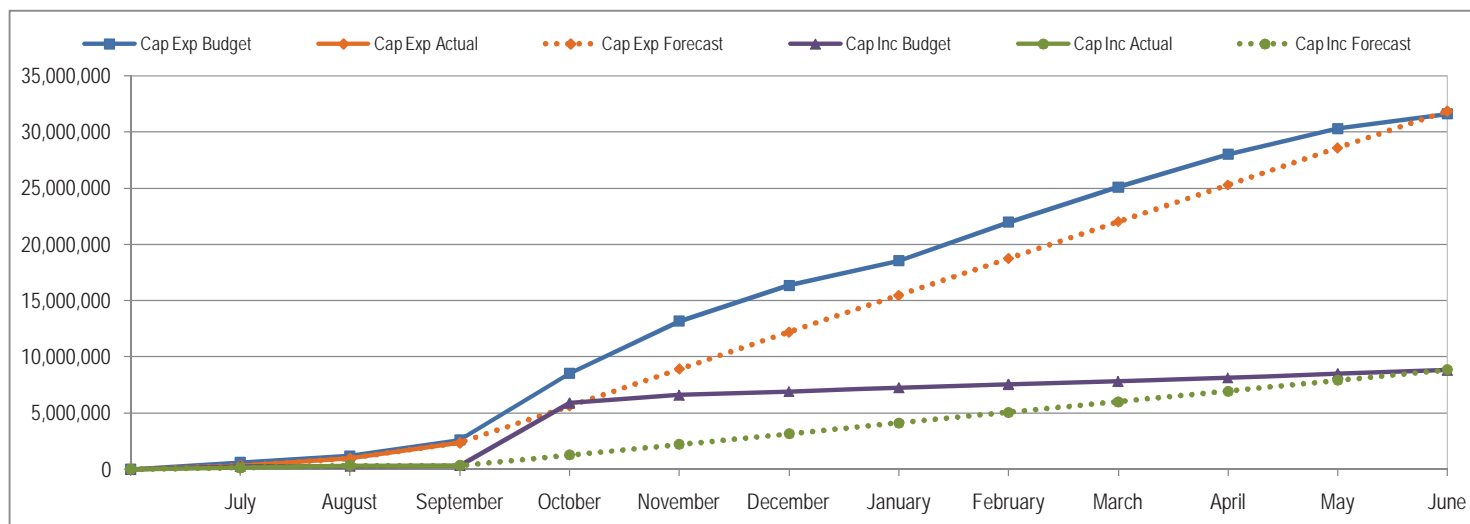
- \$0.66m of the additional income received relates to unbudgeted grants received for the flood events in early 2012, including \$0.5m to offset unbudgeted costs incurred during 2011/2012 for the February flood event.
- \$0.09m relates to Community Connection funding which has been received earlier in the year than expected.
- \$0.08m has reported as additional income received from Communities for Children for the Best Start program.

6

Settlement and Housing are currently reporting a \$0.18m favourable variance. Variances include:

- \$0.07m of contributions where received which had not been budgeted for.
- \$0.05m of Building and Planning fees, for permits issued outside of the municipality which had not been budgeted for.
- A number of smaller variances which do not effect this report.

Greater Shepparton City Council
Capital Budget vs Actual
 2012/2013 Financial Year to period ending September 2012



Expenditure

Strategic Objective	2012/2013 E.O.Y. Forecast	Sept Qtr 2012/2013	2012/2013 YTD Budget	2012/2013 YTD Actuals	2012/2013 YTD Variance (Fav.)/Unfav.		
					Variance \$	Variance %	Note
Community Life	5,047,553	4,743,990	532,637	560,023	27,386	5.1%	
Council Organisation and Management	801,937	792,850	63,000	76,084	13,084	20.8%	
Economic Development	2,480,160	2,561,960	105,700	113,387	7,687	7.3%	
Environment	3,558,230	3,839,000	451,715	227,769	(223,946)	(49.6%)	1
Infrastructure	17,841,056	17,536,779	1,442,704	1,368,452	(74,252)	(5.1%)	
Settlement and Housing	2,129,643	2,128,666	1,000	8,026	7,026	702.6%	
Grand Total	31,858,579	31,603,245	2,596,756	2,353,741	(243,015)	(9.4%)	

Income

Strategic Objective	2012/2013 E.O.Y. Forecast	Sept Qtr 2012/2013	2012/2013 YTD Budget	2012/2013 YTD Actuals	2012/2013 YTD Variance (Fav.)/Unfav.		
					Variance \$	Variance %	Note
Community Life	171,600	171,600	35,000	1,500	33,500	95.7%	2
Council Organisation and Management	0	0	0	0	0	0.0%	
Economic Development	308,114	224,100	4,998	87,848	(82,850)	(1657.7%)	3
Environment	52,000	52,000	52,000	44,629	7,371	14.2%	
Infrastructure	3,207,438	3,261,800	233,100	179,759	53,341	22.9%	4
Settlement and Housing	5,110,200	5,110,200	0	0	0	100.0%	
Grand Total	8,849,352	8,819,700	325,098	313,736	11,362	3.5%	

Greater Shepparton City Council
Budget vs Actual Notes
30 September 2012

CAPITAL

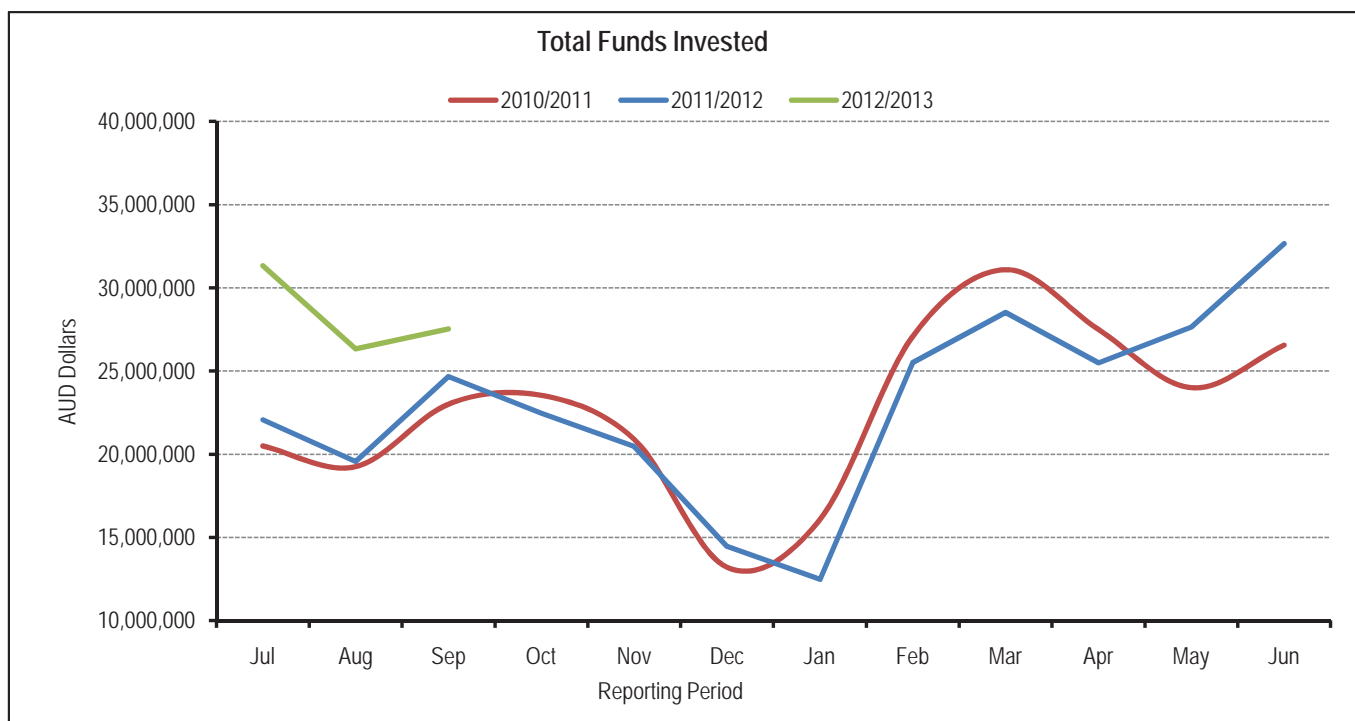
Expenditure

- 1 Environment is reporting a \$0.22m underspend in capital expenditure. \$0.23m is a direct result of the Urban Drainage replacement project which has not yet began, however will be completed by year end.

Income

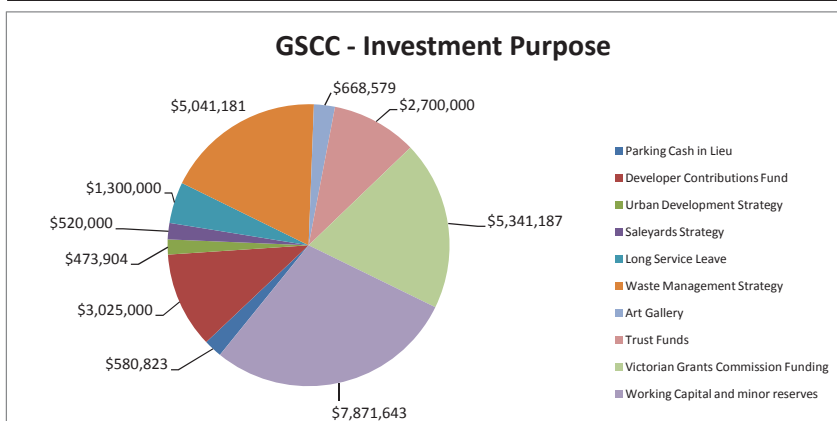
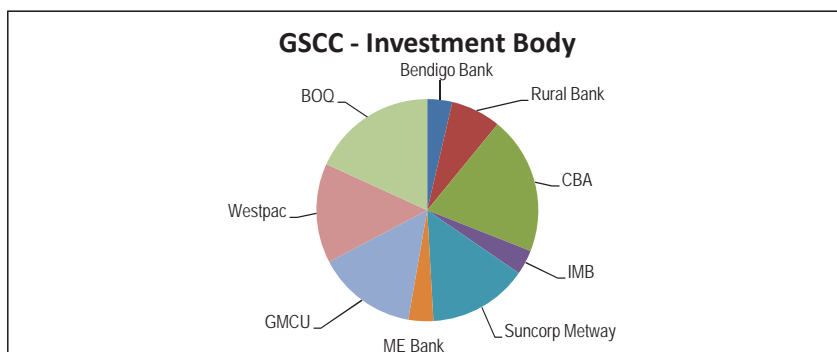
- 2 Community Life currently report an unfavourable variance of \$0.03m, this is a direct result of Art Work sales occurring later than expected.
- 3 Economic Development is currently showing favourable income of \$0.08m. This variance relates to unbudgeted revenue received from road developments. Expenditure will be incurred to match this revenue.
- 4 At the end of September Infrastructure is showing an unfavourable variance of \$0.05m. This is in direct relation to plant sales which have not yet occurred, but are still expected to be on track by year end.

Greater Shepparton City Council
Investments Summary
 2012/2013 Financial Year to Date at 30 September 2012



GREATER SHEPPARTON CITY COUNCIL INVESTMENT REGISTER AT 30 SEPTEMBER 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	4,000,000
CBA	4.5500%	10/10/2012	556,327
CBA	4.5500%	10/10/2012	33,967
CBA	4.5000%	22/10/2012	32,023
CBA	3.4000%	AT CALL	500,000
CBA	4.5000%	16/10/2012	400,000
GMCU	5.5000%	15/11/2012	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
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
TOTAL			27,522,317

Greater Shepparton City Council
Investments Summary
 2011/2012 Financial Year to Date at 30 September 2012



GSCC - INVESTMENT PURPOSE LISTING		
	Purpose	Amount
1	Development Strategy	\$ 488,027
2	Parking Cash in Lieu	\$ 580,823
3	Developer Contributions Fund	\$ 3,025,000
4	Urban Development Strategy	\$ 473,904
5	Saleyards Strategy	\$ 520,000
6	Long Service Leave	\$ 1,300,000
7	Waste Management Strategy	\$ 5,041,181
8	Art Gallery	\$ 668,579
9	Trust Funds	\$ 2,700,000
10	Victorian Grants Commission Funding	\$ 5,341,187
11	Working Capital and minor reserves	\$ 7,871,643
		27,522,317

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. Funds have been temporarily used in September to pay for the defined benefits payment and will be replenished after consideration of the mid year review.

** 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.

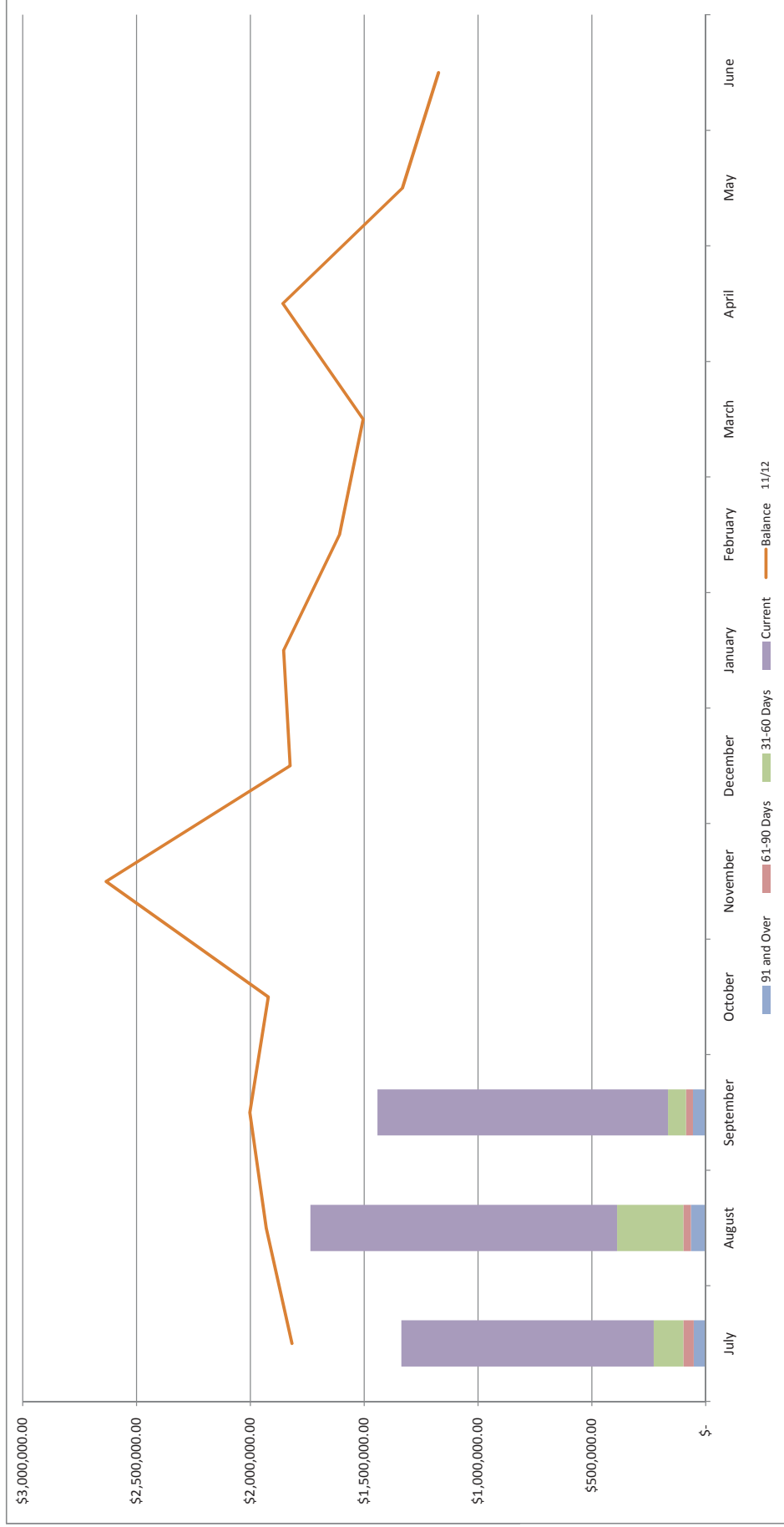
** Investment 9 is funds identified and held by council in trust and therefore unavailable for use by Council.

** Investment 10 is funds from the Victorian Grants Commission paid in 2011/2012 to be used to fund operations in 2012/2013.

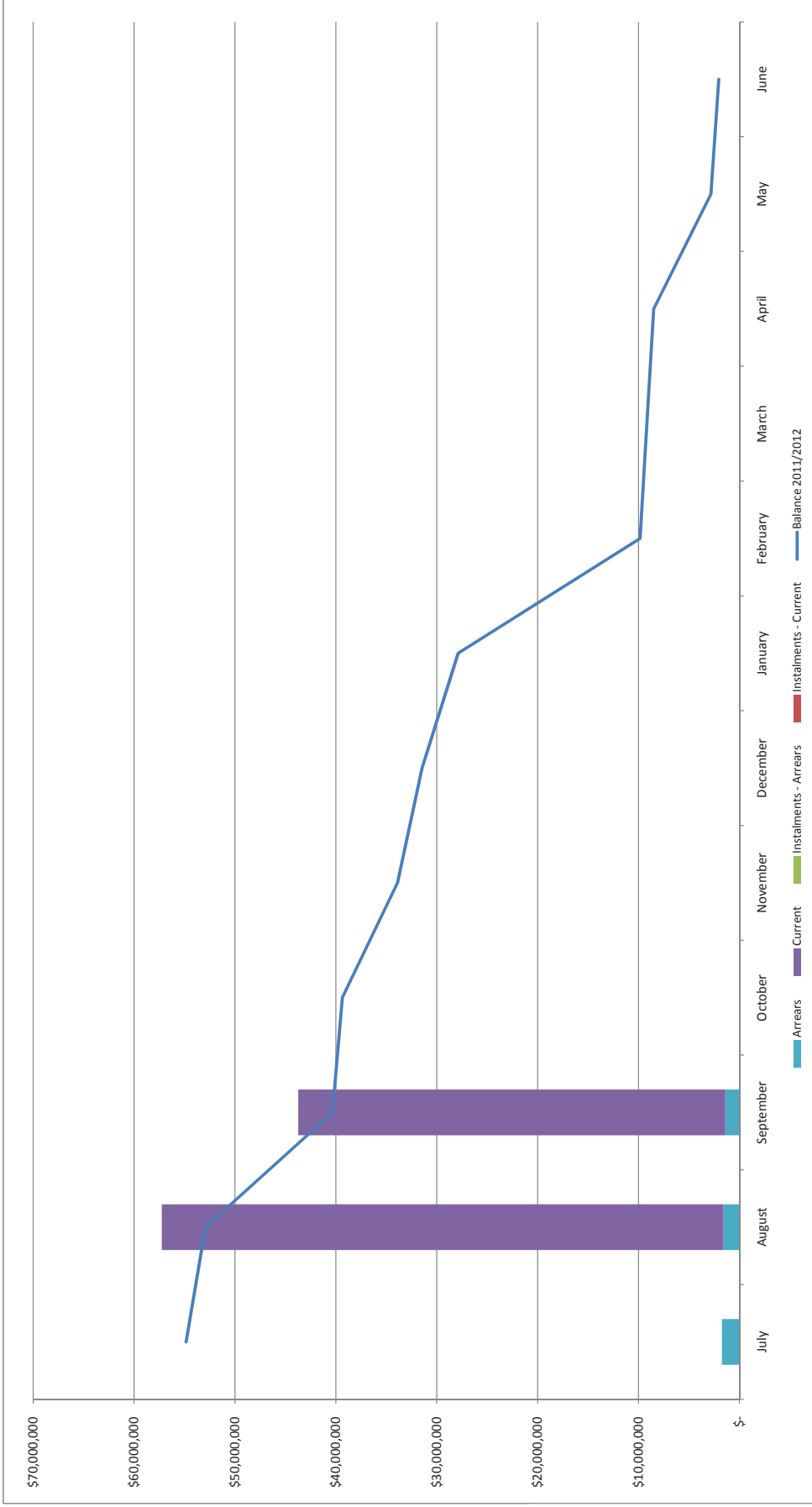
** Investment 11 is funds held to cover operating and capital expenditure for the remainder of the financial year, and includes minor reserve amounts held at 30 June 2012.

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 at 30 September 2012



City Of Greater Shepparton
Comparative Rates Debtors
2012/2013 Financial Year to Date at 30 September 2012



	September	Total
Geoff Dobson		
Telephone Rent	\$40.86	\$204.30
Internet Connection		\$0.00
SMS	\$11.57	\$41.63
Calls	\$114.05	\$408.78
Travel	\$405.91	\$405.91
Other		\$2,231.33
Allowance		\$5,989.22
Vehicle		\$0.00
	\$572.39	\$9,281.17
Kevin Ryan		
Telephone Rent	\$40.86	\$204.30
Internet Connection		\$62.72
SMS		\$0.00
Calls	\$46.83	\$236.34
Travel	\$30.00	\$30.00
Other		\$0.00
Allowance		\$5,988.72
	\$117.69	\$6,522.08
Jenny Houlihan		
Telephone Rent	\$9.09	\$45.45
Internet Connection		\$90.90
SMS	\$4.61	\$27.14
Calls	\$73.98	\$249.08
Travel		\$0.00
Other		\$0.00
Allowance		\$5,988.72
	\$87.68	\$6,401.29
Milvan Muto		
Telephone Rent	\$31.77	\$195.21
Internet Connection		\$160.00
SMS	\$6.99	\$84.94
Calls	\$67.72	\$422.21
Travel		\$0.00
Other	\$10.00	\$25.00
Allowance		\$5,988.72
	\$116.48	\$6,876.08
Michael Polan		
Telephone Rent	\$40.86	\$204.30
Internet Connection		\$0.00
SMS	\$8.70	\$95.26
Calls	\$73.55	\$633.06
Travel		\$0.00
Other		\$0.00
Allowance		\$18,530.74
Vehicle	\$1,733.00	\$5,199.00
	\$1,856.11	\$24,662.36
Cherie Crawford		
Telephone Rent	\$40.86	\$204.30
Internet Connection		\$90.90
SMS	\$0.12	\$0.85
Calls	\$34.11	\$151.43
Travel	\$2,262.56	\$2,262.56
Other		\$0.00
Allowance		\$5,988.72
	\$2,337.65	\$8,698.76
Chris Hazelman		
Telephone Rent	\$36.31	\$181.55
Internet Connection		\$90.90
SMS	\$30.23	\$53.23
Calls	\$50.88	\$256.31
Travel		\$0.00
Other		\$654.57
Allowance		\$4,297.60
	\$117.42	\$5,534.16
Catering	\$441.00	\$1,899.00
Total	\$5,646.42	\$69,874.90

- 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. Cr. Crawford during September was reimbursed for prior months travel.

- 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.

- Monthly telephone charges relate predominately to prior month.

Greater Shepparton City Council

Risk Services

Shepparton Show Me Assessment

October 2012

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Shepparton Show Me - Assessment

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Shepparton Show Me - Assessment

Background

The Shepparton Show Me (SSM) Committee was established in 1999 under Section 86 (Special Committees of the Council) of the *Local Government Act 1989*, and is responsible for supporting the Shepparton business community by promoting shopping and events to be held in the area. Committee meetings are held on a monthly basis, with special meetings held as necessary. The Committee comprised of 10 members; 2 Councillors, a member of the senior executive team from Greater Shepparton City Council (GSCC), and 7 representatives of the Shepparton business community.

SSM Committee Delegations and Funding

The Instrument of Delegation and Guidelines for the SSM Committee outlines the structure and responsibilities of the committee. Through this document, adopted 17 April 2012, the Council has delegated various powers and functions to SSM. For the purpose of providing funding to SSM, Council collects a differential rate on commercial and industrial properties in the Shepparton business district, and provides annual funding of approximately \$650,000¹ to SSM. For the current financial year, an additional carry forward of \$350,000¹ of unutilised funds from previous years have been made available to SSM.

Marketing Services Contract

In order to deliver on its objectives of marketing Shepparton's retail and commercial precinct, SSM were permitted by Council to engage the services of a marketing provider to assist with strategy development and media bookings. An exclusive contract for marketing services was entered into on 3 October 2011 between GSCC and a marketing services provider (marketing provider) for a maximum value of \$550,000 per year over a 3 year period². The marketing provider is an advertising agency, which was established in 1995, and is comprised of 7 staff.

In the 2011/12 financial year, SSM spent in excess of \$698,000³, with marketing initiatives through the marketing provider contributing to approximately 56% (\$432,159.33)³ of total expenditure. There are also SSM projects that were approved in principle in 2011/12 totalling approximately \$272,000⁴, which will be carried out over the 2012 /13 financial year.

1. Shepparton Show Me – Budget YTD - 30 June 2012.
2. Greater Shepparton City Council – Agreement for Marketing Services.
3. Greater Shepparton City Council – General Ledger extract from finance system for the period 1 July 2011 to 21 May 2012.
4. Shepparton Show Me – Shepparton Show Me Projects.

Shepparton Show Me - Assessment

Scope of Work

Our work was undertaken in order to assess various aspects relating to the operation of SSM, in particular to consider their procurement practices, adherence to GSCC policies and procedures, adherence by both parties to the contractual arrangement with the marketing provider and the supporting business planning and approach adopted by SSM. Our work addressed the following specific items:

1. Compliance by all parties in relation to the agreed protocols outlined in SSM contractual arrangement with the marketing provider;
2. Compliance with the GSCC Procurement Policy, processes and Instrument of Delegation, and the process surrounding assessing value for money; and
3. Planning and strategy documentation and approach in helping to support and achieve SSM objectives.

Limitations

The nature of the Internal Audit process is such that it may not have identified all possible findings and should not be relied on to have done so.

Shepparton Show Me - Assessment

Executive Summary

Having met with SSM committee members, relevant council staff and the marketing provider, as well as having considered relevant documentation and meeting minutes, we have been able to develop a view as to the overall operation and relationships between the various parties involved with SSM and the manner in which transactions are conducted by SSM.

While the scope of our work has been focussed on specific aspects, it is also our view that the relationship and interaction between SSM and Greater Shepparton City Council, Councillors and the marketing provider is considerably overshadowed by a lack of understanding and appreciation of the differing perspectives of the various parties involved.

The business members of the committee who are from the local business community and business owners/ operators, are used to driving ideas and concepts through from inception to quick action, but not necessarily with a focus on formality or governance of such decisions or actions. On the other hand, GSCC, which is responsible and accountable to the community and public in general, is required under Victorian state and local governance requirements to undertake its activities with a high level of transparency and accountability, but not necessarily able to apply the same level of speed and range of outcome that the business members would prefer.

SSM is a section 86 committee and thus falls under the accountability requirements of Council, and in this context, we are not convinced from our work that all the members of the SSM committee fully appreciate the required level of governance and accountability of SSM.

It is further our view that the level of governance and administrative support for SSM offered by Council staff, could also be improved. It was a common view expressed by the business committee members, that council staff was not providing them with an adequate level of information and support in helping them to discharge their governance responsibilities. A number of instances that we observed, tends to support this view.

In the context of governance and transparent accountability, in our view the operation of SSM has not achieved the necessary level of governance, accountability or transparency in the decisions it makes and the manner in which it spends its funds. The key shortcoming in this regards are as follows:

- There is no clear common understanding amongst committee members as to the objectives of SSM and thus a lack of ability for people to consistently determine if the decisions SSM makes are appropriate.
- The roles of the various committee members and their various functions are not clearly understood. It is evident that the level of respect and trust between committee members and between SSM and Council is low.

The involvement of the marketing provider in the committee is also unclear. Contractually the marketing provider is a service provider to Council, who have the responsibility of providing such services to SSM. As such, the marketing provider does not necessarily have a formal role on the committee, albeit that their consultation and advice to the committee in session would be anticipated as part of their role.

Shepparton Show Me - Assessment

- There is no long term plan, which is reflective of the long term goals of SSM and no supporting marketing plan to underpin this. It would be anticipated that a plan, and broad allocation of funds, would address long and medium term recurring initiatives, supported by short term (tactical) opportunities and the ability to seed or sponsor other events.

A lack of such a plan makes it difficult to assess if the allocation of funds to various initiatives is appropriate to support the objectives of SSM.

While we accept that there will always be unexpected opportunities which SSM would like to take advantage of, a large portion of the current year's available funds remains unplanned. In addition we could not ascertain the clear approach with regards to the manner in which seeding money is provided to applicants and what basis this money is allocated.

- Decision making, particularly with regards to the decision to spend money on initiatives is in many instances not in accordance with GSCC procurement policy or in excess of SSM financial delegations. These are not supported by appropriately detailed documentation such as detailed proposals, quotes or a business case that links to SSM objectives or marketing plan and not adequately documented in the meeting minutes.

It is therefore difficult to assess if SSM obtained best value or to track if that the delivery of the goods or services matches that which is being funded. In addition, given the lack of detail, the link between the decision and the perceived objectives of SSM, appropriate or otherwise, are not necessarily clear.

- SSM is not consistently or adequately supported by the Council in discharging it's governance obligations and also seeing to the day to day undertaking of SSM administrative requirements.

The council has committed to providing a full time Team Leader Marketing and Communications, to ensure committee business is consistently seen to and appropriately administrated. This resource has not been consistently available to the committee, the role was vacant for a number of months in 2012, and is currently being staffed on a temporary basis (all committee members indicated that the current level of support is very good).

There could also possibly be a lack of consensus as to what level of support Council employees are required to provide to SSM. Given that close to the equivalent of an FTE salary is paid by SSM to the city council, one would anticipate a reasonably high level of support in this regard.

- Contractual terms and protocols between SSM and the marketing provider are not always adhered to and as a result, the interactions between SSM and the marketing provider do not always have the appearance of being transparent or having an appropriate level of accountability. From our observation the process of engaging with the marketing provider and the manner in which initiatives are identified and then acted upon is reasonably casual.
 - Works being commenced by the marketing provider without first obtaining approval from the SSM committee and the GSCC Team Leader Marketing and Promotions
 - Some works exceeding initially approved budgets, although not for large amounts, without additional approval

Shepparton Show Me - Assessment

- The marketing provider and GSCC not adhering to protocols per the contract. The marketing provider and some members of the committee have at times bypassed the GSCC Team Leader Marketing and Promotions to directly correspond with each other. However, we note that in this regard the position of Team Leader Marketing and promotion has not been stable and necessarily consistently available to the marketing provider, which may have facilitated these communications.
- Proposals, quotes and evaluation correspondence provided by the marketing provider not containing sufficient detail to support an appropriate decision or tracking of deliverables
- Invoices being raised prior to an associated purchase order for services being provided. This indicates that purchase orders are not being created once work is approved by the committee.
- SSM manages the's contract in such a way that the marketing provider have been awarded works outside of contractually agreed activities without consultation of other potential providers and in contravention of GSCC procurement policy;
- There is currently no interaction between SSM, the Major Events team, Tourism and the Arts. Given that all have a considerable role to play in attracting visitors to the region as well as stimulating local activity, one would anticipate that these various groups would be considerably involved in co-ordinating their respective activities, so as to achieve the best outcome for the local community.

Shepparton Show Me - Assessment

Recommendations

It is evident from the discussions we have had, documentation we have considered, lack of a robust approach towards the achievement of SSM objectives, lack of adherence to GSCC procurement policies and processes as well as a lack of adherence to the protocols in the the marketing provider agreement, that the current manner in which SSM is operating is not at the level one would expect. We therefore propose a number of broad options in relation to SSM.

1. Consider the structure under which SSM operates. Either:
 - a. Restructure SSM into an advisory committee with no delegated authority and integrate marketing coordination and other administrative functions into GSCC's internal operations. Also implement various operational improvements. Currently, GSCC is able to perform the function of SSM internally via the Marketing, Economic Development, Finance and Community Strengthening.
 - b. Continue as a S86 committee and implement necessary improvements. In addition, while we appreciate the governance requirements of the committee, we are not convinced that the committee should be chaired by a councillor or representative of the council. That is however on the proviso that all committee members abide by the governance requirements imposed on a s86 committee.
 - c. Disband SSM if it is believed that value is not being derived from the process, or replace with an alternative mechanism, such as levied contribution to specific marketing initiatives.
 - d. Allow the business community to establish its own not for profit entity and administer its own affairs, including the collection of voluntary contributions from businesses, establishing its marketing plans and undertake initiatives without any involvement from council. Such an entity would be directly accountable to its contributors for its activities.
2. Develop a clear consensus and understanding of the objectives of SSM and communicate these to the committee, council and the business community.
3. Develop a strategic plan, supported by a marketing plan and appropriate budget allocation. This should include the identification of various categories of initiatives and appropriate percentage of fund allocation to each. For example you may identify long term initiatives with which SSM are continually involved, medium term initiatives which SSM are involved for a reasonable period of time, short term initiatives which are unknown at the start of the year, but will support the objectives and seed funding or sponsorship to support the kick-off of marketing initiatives and events by others, which support SSM objectives.
4. Council to provide an appropriate level of support to SSM which is commensurate with the fee charged to SSM for such a resource. This resource is to provide regulatory advice and support as well as undertaking the administrative functions relating to decisions and initiatives identified by the committee.
5. The composition of the committee and council representation should be determined and agreed and the roles of the various committee members and council representatives should be defined. In particular, the committee members and council representatives need to have a clear understanding of the perspectives and restraints placed on each and deal with each other accordingly.

Shepparton Show Me - Assessment

6. All decision to acquire goods or services from a supplier, need to be supported by detailed quotes, which provide sufficient information so that any committee member, council or external observer can understand what is being offered. If works are outside of the scope of the the marketing provider contract, then the normal procurement process for GSCC should apply, and relevant quotes obtained by the Team Leader Marketing and Communications, not by the marketing provider
7. In relation to initiatives identified by the business community, the marketing provider, council and SSM committee members, a process of assessment should still be followed which may include :
 - a. Present various marketing initiatives with broad estimations of cost and a brief explanation as to how the initiative would support the agreed objectives of SSM. These can be short, medium and long term. The Team Leader Marketing and Communications should be involved in developing and presenting these concepts in conjunction with the party that identifies the initiative.
 - b. Committee decides on a short list of these for further investigation.
 - c. The Team Leader Marketing and Communications, assisted by the marketing provider (if the initiative is in the scope of their contract), develop a more detailed outline of the initiative and the expected benefit of each in supporting SSM objectives as well as a detailed expected costing of each initiative. In this regard the marketing provider, who if likely to be involved under the terms of their contract should provide relevant costing for the components they will deliver.
 - d. The committee consider the details for each shortlisted initiative and determine by vote if the initiative is to proceed. Appropriate Council approval if required is obtained.
 - e. The Team Leader Marketing and Communications coordinates the process with the relevant service provider who will undertake the work, in many cases this is likely to be the marketing provider given the nature of their contract.
 - f. The Team Leader Marketing and Communications, assisted by the council finance team should track expenditure in relation to the presented costing. The service providers should provide all necessary underlying invoices and information to support the costs incurred.
 - g. In all committee discussions the Team Leader Marketing and Communications is to take detailed note relating to decisions made and the various aspects of such. In addition guidance and advice should be provided with regards to compliance with regulatory and governance requirements and all members of the committee should follow such advice.
8. The marketing provider and Council staff should abide by the terms and protocols contained within the terms of the marketing contract. It is our view that while the marketing provider obtain the marketing views of committee, council and community members out of committee sessions, all presentations and decisions regarding these should be presented in a transparent manner within the committee sessions.

Shepparton Show Me - Assessment

Detailed Findings

1. Purchasing Requisition, Ordering and Authorisation & Payment Approval

1.1 Compliance with the marketing provider contract

The contract between GSCC/SSM and the marketing provider outlines procedures to be undertaken in carrying out agreed marketing services.

Key Findings

The following table details our key finding within this area:

Ref.	Area	Findings
1.1.0	Communication	Throughout our interviews we found there was a lot of information being circulated that was either not correct or misinformed. Such information is causing a great deal of angst for Councillors, council employees and committee members.
1.1.1	Implementation of works prior to committee resolution and Team Leader Marketing and Promotions approval	<p>According to agreed protocol, the project brief supplied by the Team Leader Marketing and Promotions to the marketing provider includes the following details:</p> <ul style="list-style-type: none"> ▪ A description of the project; ▪ Objectives, including the target audience; ▪ An indicative budget; ▪ Requirements from the marketing provider; and ▪ A timeline for the marketing provider's response. <p>Despite the contract and prior training provided, we have still identified instances where the marketing provider has performed works that were not first approved by the committee or the Team Leader Marketing and Promotions.</p>

Shepparton Show Me - Assessment

Ref.	Area	Findings
1.1.2	Budget overruns and approval	<p><i>Budget overruns and approval</i></p> <p>Actual expenditure exceeded the budget on some projects. In these cases, committee moved to provide additional funds to the marketing provider to cover these overruns. However, the marketing provider has only reported these overruns after they have occurred, albeit, not large amounts.</p> <p><i>Direction given outside of committee meetings</i></p> <p>Invoices show that some of these extra works attributing to budget overruns were performed “under direction”, however no supporting committee meeting minutes have been located. Whilst individual committee members cannot make SSM-related decisions outside of Council or committee approval (via resolution), it would appear that instructions are being given to the marketing provider outside of committee meetings. This is despite briefings provided by GSCC on 20 July 2011 and 19 October 2011 respectively around the Instrument of Delegations and Guidelines and Delegations of Authority flowchart.</p>
1.1.3	Communication between Team Leader Marketing and Promotions and the marketing provider	<p><i>Absence of consistent resource</i></p> <p>The absence of a consistent resource in the Team Leader Marketing and Promotions role has also caused a number of issues. The previous Team Leader Marketing and Promotions was in the position for only 3 months, prior to that the position was unfilled for a number of months or partially filled by a part time resourc. The current Acting Team Leader is employed on a part-time basis. In this way, committee members and the marketing provider have not been provided with a consistently available point of contact to assist with consultation and coordination of marketing initiatives.</p> <p><i>The marketing provider bypassing Team Leader Marketing and Promotions</i></p> <p>It would appear that the marketing provider has been directly contacting SSM committee members regarding proposed works and concepts on a number of occasions, instead of liaising with the Team Leader Marketing and Promotions. This is not in line with protocol agreed to in their contract.</p>

Shepparton Show Me - Assessment

Ref.	Area	Findings
1.1.4	Quality of Proposals and Quotes	<p>In many examples in our testing, proposals and quotes were not obtainable.</p> <p>Quality of proposals</p> <p>We would expect a marketing proposal to consider/include:</p> <ul style="list-style-type: none"> ▪ Statement of objective. This should be linked to the current marketing strategy (<i>also refer to Ref. 2.1.1 Marketing Strategy</i>); ▪ Target audience; ▪ Proposed strategies, deliverables and timing; ▪ Standard template; and ▪ Common problem areas, for example: <ul style="list-style-type: none"> - Materials targeted to the wrong audience - Materials without a specific focus - Too much information - Vague concepts - Incomprehensible copy. <p>Proposals provided by the marketing provider do not consistently define objectives, target audiences, timelines and strategies. There are also instances that suggest a lack of consideration in relation to materials used and committee objectives (<i>also refer to Section 2.1 Achievement of committee objectives</i>), for example, the proposed funding for a mobile stage.</p> <p>Quality of quotes</p> <p>Quotes supplied by the marketing provider do not fully detail important information, such as:</p> <ul style="list-style-type: none"> ▪ Clear itemisation and description of deliverables – <ul style="list-style-type: none"> - For goods, this should include quantity, unit of measure, price per unit and total amount for individual items; - In the case of services, the scope of work, amount for individual items and expected number of hours should be listed; and ▪ Quotation number. <p>The lack of itemisation and specificity, in particular, do not provide SSM or Council with sufficient information to assess value for money (<i>also refer to Ref. 1.2.1 Adherence to quotation process and achievement of value for money</i>).</p>



Shepparton Show Me - Assessment

Ref.	Area	Findings
1.1.5	Evaluation Initiatives	<p>Evaluation initiatives have not been established at the committee level or project specific level.</p> <p>Committee Level</p> <p>SSM's Business Plan does not specify any measurable objectives for the committee to assess their overall performance (<i>also refer to Ref. 2.1.2 Business Plan</i>).</p> <p>Project Specific Level</p> <p>The success of marketing campaigns to date has not been assessed. Evaluation initiatives, such as success factors and KPIs, have not been established in proposals, or in further consultation with the Team Leader Marketing and Promotions and/or special sub-committees created for campaign management. While project presentations and progress updates are being made to committee by the marketing provider, they do not appear to include an evaluation of the marketing campaign against pre-set criteria.</p>
1.1.6	Invoices raised prior to purchase order	<p>All 15 selected transactions within our testing period showed an invoice being produced by the vendor prior to a purchase order being raised by GSCC for the service.</p>

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1.2 Compliance with Council policies

Background

As a s86 special committee, the Committee has been delegated, by Instrument of Delegation established by resolution of Council, certain powers to achieve its objectives, which must be exercised in accordance with the guidelines or policies GSCC adopts. The following exceptions, conditions and limitations in delegated powers apply:

- Entering into contracts, or incurring expenditure, for an amount which is not included in the budget;
- Awarding a contract exceeding the value of \$100,000; and
- Awarding a contract other than to the lowest conforming tenderer, unless authorised by Council.

Marketing initiatives, sponsorship and other associated actions are endorsed via resolution by SSM during monthly or special committee meetings. SSM must adhere to the GSCC Procurement Policy, which dictates the quotation process required in relation to the value of goods and services purchases. The quotation thresholds are:

- < \$500 → best value purchase (i.e. no quote required);
- \$500 - \$5,000 → 1 verbal quote;
- \$5,000 - \$25,000 → 2 verbal quotes;
- \$25,000 - \$150,000 → 3 written quotes; and
- > \$150,000 → formal advertised contract (needs Council approval).

Shepparton Show Me - Assessment

Key Findings

The following table details our key findings within this area:

Ref.	Area	Findings
1.2.1	Adherence to quotation process and Assessment of value for money	<p><i>Quotation process not adhered to for work required outside of the marketing provider contract</i></p> <p>From our work, it is evident that neither SSM nor the marketing provider are following protocols stipulated by GSCC's Procurement Policy and SSM's Delegation of Authority for works required, which are outside the boundaries of the marketing provider's contract.</p> <p>The marketing provider's defined set of services agreed, which namely involve advertising, promotions, media placements and support, under their contract with GSCC are as follows:</p> <ul style="list-style-type: none"> ▪ Acquire a sound knowledge of, and ability to implement SSM's Vision and Mission Statement, namely through the marketing of retail and business services ▪ Develop a SSM marketing strategy (<i>also refer to Ref. 2.1.1 Marketing Strategy</i>), including a public relations component for 2011-2014; ▪ Assist with the operational implementation of the 2011-2011 (and onwards) SSM Promotional Plan; ▪ Further develop social media, stakeholder engagement, stakeholder communication, events sponsorship and annual research program strategies, otherwise required by SSM; ▪ Provide professional creative design, media placement and production services for marketing campaigns ▪ Develop, maintain and regularly update SSM website; ▪ Maintain the integrity and clarity of SSM branding on all sponsorship, advertising and promotional materials; ▪ Attend monthly SSM committee meetings along with weekly updates; ▪ Develop strategies on channel planning, media selection and media placement for marketing campaigns; ▪ Develop a market research plan to identify emerging trends and evaluate strategy effectiveness;

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Ref.	Area	Findings
		<ul style="list-style-type: none"> ▪ Provide regular reports on all operations, and on the level of achievement against the performance targets to be agreed between the marketing provider and SSM; <ul style="list-style-type: none"> - Develop direct marketing campaigns and relationship marketing strategies; and - Provide services to SSM to assist in deciding campaign structure and development. <p>It has been found that the marketing provider are undertaking work outside the above agreed functions, such as:</p> <ul style="list-style-type: none"> ▪ Event management – <ul style="list-style-type: none"> - E.g. Twilight Fishing event; and ▪ Sourcing and supplying goods and equipment – <ul style="list-style-type: none"> - E.g. mobile stage and truck, BBQ supplies, PA system, SSM chairs, SSM music tracks. <p>While it is acceptable for the marketing provider to perform work outside of what has been defined in their contract, the quotation process stipulated by GSCC Procurement Policy should be followed in these cases, and the work awarded to the most competitive tenderer. Evidence from committee meeting minutes (<i>also refer to Ref. 1.2.2 Over-reliance on vendor and Achievement of value for money</i>) and a lack of quotations provided, however, suggests that this quotation process has not been undertaken. This makes it difficult for committee and Council to properly assess whether they are obtaining best value for money.</p>
1.2.2	Over-reliance on vendor and Achievement of value for money	<p><i>Immediate acceptance of marketing concepts and quotes proposed by the marketing provider</i></p> <p>Committee meeting minutes show a lack of challenge or negotiation around quotes and marketing concepts proposed by the marketing provider. This suggests that either SSM is authorising marketing initiatives without considering factors, such as detailed budget and alignment to committee objectives (<i>also refer to Section 2.1 Achievement of committee objectives</i>) or the committee minutes are not adequately detailed to support such discussions. Based on information we have been presented around the various initiatives, it would appear to be a combination of both factors.</p>

Shepparton Show Me - Assessment

2. Reporting and Monitoring Analysis

2.1 Achievement of committee objectives

Background

SSM was established with the following vision and mission:

- Vision: To support the continued development of Shepparton's retail and commercial precinct by creating a character and identity exclusive to Shepparton.
- Mission: To facilitate a connection between the SSM branding and the stakeholders through the support of events, festivals and other promotional activities directed towards attracting consumers of retail and business services to Shepparton and driving economic activity.

As part of their delegated powers and functions, SSM must also determine and implement a SSM Business Plan, ensuring that:

- All retail and non-retail business contributing to the differential promotional rate receive equitable treatment relative to their level of contribution; and
- Provision is made for the most cost-effective use of resources for all stakeholders.

All activities and programs, and associated expenditure, funding and sponsorship implemented must be consistent with, or complementary to, the SSM Business Plan. Currently, the Plan exists in draft form.

In addition, the marketing provider, as part of their agreed services to aid SSM's purpose, must develop a SSM Marketing Strategy for 2011-2014, which includes a public relations component.

In summary, to help ensure that committee objectives are achieved, decisions to spend SSM funds must be informed by the SSM Marketing Strategy and the SSM Business Plan.

Reporting and Monitoring

A 2012-2013 SSM Budget document has been developed, showing anticipated income and expenditure for the year.

The Team Leader Marketing and Promotions presents a SSM financial report at each monthly committee meeting. This document shows SSM's budgeted and YTD actual income and expenditure, anticipated spend for existing project resolutions and an available budget allocation balance.

The committee is also responsible for monitoring and assessing the operation of the SSM Business Plan.



Shepparton Show Me - Assessment

Key Findings

The following table details our key findings within this area:

Ref.	Area	Findings
2.1.1	Marketing Strategy	<p>A marketing strategy should be shaped by overall business goals.</p> <p>The SSM Marketing Strategy supplied by the marketing provider lacks direction and clarity in defining the objectives that need to be achieved by SSM's marketing efforts, and does not contain expected components, such as:</p> <ul style="list-style-type: none">▪ Definition of SSM and its purpose;▪ Description of SSM's services; and▪ Profile of SSM's target market. <p>Moreover, it displays some common problem areas, as discussed in Ref. 1.1.4 Quality of Proposals and Quotes, vague concepts and verbose and potentially unnecessary copy, which affect the readability of the document.</p> <p>The absence of an effective marketing strategy makes it difficult for SSM to judge the appropriateness and effectiveness of subsequent marketing plans against overall goals.</p>

Shepparton Show Me - Assessment

Ref.	Area	Findings
2.1.2	Business Plan	<p>A business plan should detail how an organisation’s plans to implement its goals, as determined in the its marketing strategy.</p> <p>The SSM Business Plan is still in draft form, and hence does not provide SSM with a tool to help focus initiatives to the committee’s overall objectives, and measure performance.</p> <p>Furthermore, the draft Plan does not contain a number of items that we would expect to be included, such as:</p> <ul style="list-style-type: none"> ▪ Executive Summary; ▪ Vision or Mission statements; ▪ Action Plan; ▪ Market research; ▪ SWOT analysis; ▪ Examples of intended media usage; and ▪ Risk management strategy. <p>Additionally, some items that have been included in the document are not clear or provide sufficient detail, for example information within Section 1.3 Market Analysis and Section 1.4 Market Strategy. Section 1.3 Market Analysis provides some information on SSM’s target market from a geographical perspective, but does not define its key customers and customer demographics. Also, while there is some discussion surrounding SSM’s objectives in Section 1.4 Market Strategy, they are not easily measurable. This limits the committee’s ability to effectively monitor performance.</p>
2.1.3	Budget	<p>The current 2012-2013 SSM Budget has been developed like a revenue budget and is insufficient to meet the needs of the committee. There is no support given for the 2012-2013 Administration Budget of \$20,000 and no breakdown of what appears to be the budgeted wages component between depot staff, ambassadors and administrative staff. It also does not indicate or facilitate forward planning of future projects and spend. No detail has been supplied as to how the Summary Balance of \$507,040 will be directed or spent.</p>

Shepparton Show Me - Assessment

Procedures

Our procedures included:

- Discussions with relevant staff and committee members to determine the applicable processes, controls employed and operational practices;
- Assess documented policies and procedures and assessment of compliance with policy and procedures;
- Gain an understanding of and sample test expenditure pre-approval processes as they operate in relation to SSM and GSCC's procurement practices;
- Test details of a sample of transactions against committee meeting minutes, purchases orders and invoices. The sample was selected from transactions that occurred between 1 July 2011 and 21 May 2012, and was extended to include transactions incurred for the Show Me Step Up campaign; and
- Compare selected invoices against general ledger transactions, balance sheet, and profit and loss statement.

Internal Audit Team

- Graham Noriskin Executive Director
- Cassandra Bennett Manager
- Ben Dunn Internal Auditor
- Elaine Lee Internal Auditor

Stakeholders

- Dean Rochfort General Manager Sustainable Environment
- Geraldine Christou Manager Investment Attraction

Personnel Interviewed

- Geraldine Christou Manager Investment Attraction
- Cherie Crawford Councillor and Chair of Shepparton Show Me Committee
- Rachael Sherlock Acting Team Leader Marketing and Promotions
- Tess Canty Acting Assistant to the Manager Investment Attraction
- Tristen Murray SSM Treasurer
- Bill Dowling SSM Committee Secretary
- Gerard Michel SSM Committee Member
- John Montagner SSM Committee Member
- Gerard Bruinier SSM Committee Member
- Jamie Cox SSM Committee Member



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- Barry Smith SSM Committee Member
- Dean Rochfort SSM Committee Member
- Cr Geoff Dobson SSM Committee Member
- Peter Sutherland Marketing provider representative

We would like to extend our appreciation to these stakeholders and personnel for providing information and assistance.

2011-2012 ANNUAL REPORT

GREATER SHEPPARTON CITY COUNCIL



GREATER
SHEPPARTON



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TRADITIONAL OWNERS

WE, THE GREATER SHEPPARTON CITY COUNCIL, ACKNOWLEDGE THE TRADITIONAL OWNERS OF THE LAND WHICH NOW COMPRISES GREATER SHEPPARTON.

WE PAY RESPECT TO THEIR TRIBAL ELDERS, WE CELEBRATE THEIR CONTINUING CULTURE AND WE ACKNOWLEDGE THE MEMORY OF THEIR ANCESTORS.

OUR LOGO

GREATER SHEPPARTON CITY COUNCIL'S LOGO WAS DEVELOPED FOLLOWING AMALGAMATIONS IN 1994.

The colours reflect the municipality's strong growth and development through the merging of agriculture and water into the wider community.



CARETAKER ELECTION PERIOD

The annual report is being released during the Election Caretaker Period which restricts the publishing of certain information that could be deemed to influence an election outcome.





VISION

GREATER SHEPPARTON, GREATER FUTURE

AS THE FOOD BOWL OF AUSTRALIA, A SUSTAINABLE, INNOVATIVE AND DIVERSE COMMUNITY.

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

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

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

Council's Annual Report provides a summary of progress against the Council Plan priorities for 2011/12 and the associated Annual Budget. The Annual Report also provides a report on the operations and services provided by Council and contains other information required by legislation.

KEY STRATEGIC OBJECTIVES

SETTLEMENT AND HOUSING

Committed to growth within a consolidated and sustainable development framework.

COMMUNITY LIFE

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

ENVIRONMENT

Conserve and enhance significant natural environments and cultural heritage.

ECONOMIC DEVELOPMENT

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

INFRASTRUCTURE

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

COUNCIL ORGANISATION AND MANAGEMENT

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





01 AT A GLANCE

A SNAPSHOT OF SOME OF THE MAJOR DECISIONS,
INITIATIVES, PROJECTS, OUTCOMES AND
INFLUENCES FOR 2011/12.

CEO'S MESSAGE

GAVIN CATOR STARTED WITH GREATER SHEPPARTON CITY COUNCIL AS CHIEF EXECUTIVE OFFICER IN JANUARY 2012 FOLLOWING THE RESIGNATION OF THE FORMER CEO IN JULY 2011.

THANKS TO ACTING CEO

I would like to start this CEO message with a special thank you to Julie Salomon who was appointed as Acting Chief Executive Officer from July to December 2011 while my recruitment took place. Julie oversaw a number of major initiatives and provided leadership and guidance to the organisation and community during this interim period. Her handover was a great help as I settled in and began planning for the year ahead and beyond.

ORGANISATIONAL REVIEW — GOOD TO GREAT

One of the first things I started as CEO was an organisational review to identify ways to move the organisation and progress on a journey from good to great.

More than 400 staff participated in the review providing their thoughts on what the organisation could do better, where it could be more efficient, what gaps exist and what barriers currently stood in the way to achieving better outcomes for the community.

The review involved:

- allowing any staff member who wished to have confidential discussions with consultants (approximately 300 staff availed themselves of this opportunity);
- preparing an issues paper which highlighted the issues and provided draft recommendations for consideration;
- providing an opportunity for staff to comment on these identified issues and proposed recommendations;
- developing functional maps to capture service gaps and potential efficiency opportunities;
- providing the opportunity for staff to comment on the functional charts; and
- producing a new organisational structure and a transitional management plan.

The transitional management plan provided key actions across seven key areas:

- strategy and planning;
- leadership and style;
- customer focus;
- people;
- process management, improvement and innovation;
- success and sustainability; and
- elimination of the destabilising influences.

The new organisational structure was introduced in the middle of June. It involved significant organisational change including re-advertising the majority of the Executive roles and re-aligning a number of management roles and functions.

It is my view that this change has helped refocus the organisation a year after the former CEO announced his resignation. I have put structures and plans in place to strengthen connections with the community and support improved service delivery, increase efficiency, provide organisational and community leadership, internal systems and the organisational strategic focus to meet the needs of a growing community.

A report will be presented to Council early in the 2012/13 financial year outlining implementation of the action plans. While there are still some areas under review that require further investigation in 2012/13 I plan to move the executive and senior leadership recruitment through as quickly as possible and it is my expectation that a significant number of these actions will be well underway, if not complete, by September 2012. However it is expected that the organisational change process will not be completed for 12 to 18 months due to the size of the task involved.

I would like to thank all the staff for their willingness to embrace not only the organisational review but also the change process itself.

THE 2013/17 COUNCIL PLAN

Part of this change process will involve the formulation of a new Council Plan for 2013/14 to 2017/18. The council to be elected later this year will be required to prepare a new Council Plan.

Significant planning has occurred for a major consultation to be held in early 2012/13 with 100 staff volunteering to visit thousands of people across the municipality to collect data about their ideas for what will make Greater Shepparton even greater and what Council can do to support that vision.



This project will be launched early in 2012/13 and the data will be collated and presented to the new Council post elections in October to assist with forming the new Council Plan.

Before the program has even been launched, staff and the community have shown great enthusiasm for it and I am confident it will play a key part in refocusing our energies as an organisation into 2012/13 and beyond.

A SPECIAL MENTION ABOUT FLOODS

Another very significant event which impacted on our community and organisation was severe flooding experienced in late February and early March 2012 which followed unprecedented localised rain through the north of our municipality.

The State Emergency Service is the lead agency in the event of a flood but councils provide around the clock support to them during an emergency and have a significant role in providing emergency relief services and longer term flood recovery support.

I was particularly impressed at the way the community pulled together through this disaster and beyond and also at the incredible commitment of Council staff in supporting the community and each other through this difficult period and beyond.

While not wanting to take anything away from those that were impacted, we were very lucky that things weren't any worse than they were and that there was no loss of life as we have unfortunately seen in other flood situations.

I would like to take this opportunity to acknowledge the community for their hard work and determination to get back on their feet at the same time as offering practical support and comfort to each other.

Council has held nearly 20 meetings and events in the communities of Congupna, Katandra West and Tallygaroopna in an effort to support the community and to also look at practical ways in which we may be able to provide engineering solutions as well as pre warning systems to minimise impacts in such an event in the future. We will continue to work with these communities in the 2012/13 financial year.

KEY AREAS	OUTCOME
KEY STRATEGIC ACTIVITIES	<p>Council has achieved significant progress on each of the 11 key strategic activities set for 2011/12, particularly considering the significant impact of flooding, the departure of the former CEO and considerable attention being given to the organisational review.</p> <p>Highlights include:</p> <ul style="list-style-type: none"> • The preparation of redevelopment plans for the Vaughan/Maude Street precinct. • The adoption in June of the Safer City Strategy for the CBD and Victoria Lake Precinct and securing of \$250,000 from the Department of Justice for its implementation which has now commenced. • Securing Building Better Regional Cities funding, and incorporating the Housing Strategy into the Greater Shepparton Planning Scheme.
OPERATIONAL EXPENSES	<p>Council delivered a \$101.2 million operating budget, well within the performance targets set as part of Council's long term strategic financial plan.</p>
CAPITAL WORKS	<p>Council delivered a \$26.2 million capital works program, or 80 per cent of the \$32.9 million originally earmarked at the start of 2011/12.</p> <p>Larger projects include the Shepparton Art Museum redevelopment, Tatura flood mitigation works, Knight Street Drainage upgrade, completion of the Kialla Lakes Drive culverts, Jackson Park refresh and improvements to regional sporting facilities at McEwen Reserve, Central Park and Deakin Reserve, to name a few.</p> <p>The capital works program was revised at the mid-year budget review to account for external delays impacting on Council's contribution to major streetscape works in Vaughan Street and to the Mooroopna West Flood Corridor.</p>
INDEBTEDNESS	<p>Council took up \$3 million in new borrowings in 2011/12, taking total non-current liabilities to \$16.5 million at 30 June. This places council at 16.3 per cent indebtedness as a proportion of own source revenue, well below the 40 per cent target set by the State Government.</p>
ASSET RENEWAL GAP	<p>For 2011/12 the renewal spend against the depreciation measure is approximately 80 per cent, down from a budgeted 90 per cent due to a number of capital projects being carried forward to 2012/13. The floods of 2010, 2011 and 2012 have also impacted on this gap due to damage to key assets.</p> <p>Financial modelling has been targeting the renewal gap expenditure at approximately 90 per cent against the depreciation charge. The introduction of a new asset management system will see Council move from using depreciation as a guide, to a condition based assessment model, with a strong focus on asset management, service planning, and the long term resources needed to support a growing community.</p>

COMMUNITY SATISFACTION SURVEY

An annual state-wide telephone survey measures perceptions of community satisfaction for councils including Greater Shepparton across four key indicators plus overall performance.

In response to feedback from local councils, Local Government Victoria introduced methodological and content changes to the Community Satisfaction Survey in 2012. The changes aim to provide the sector with more reliable and meaningful results to inform decision-making and support strategic planning.

The survey provides core questions as well as optional questions which councils can pick and choose from depending on their particular information and reporting needs. Councils are also able to include tailored questions and sampling requirements.

Methodological improvements to the survey in 2012 included increasing the sample size from the previous minimum of 350 respondents per municipality to 400 and ensuring that the sample reflects the demographic composition of the municipality.

The survey also allows for respondents to be 'residents over 18 years of age' instead of restricting respondents to 'head of household'.

These changes, together with revisions to the performance scale and scoring, have improved the useability of the survey.

However, the changes mean that direct comparison with previous Community Satisfaction Survey results is not possible.

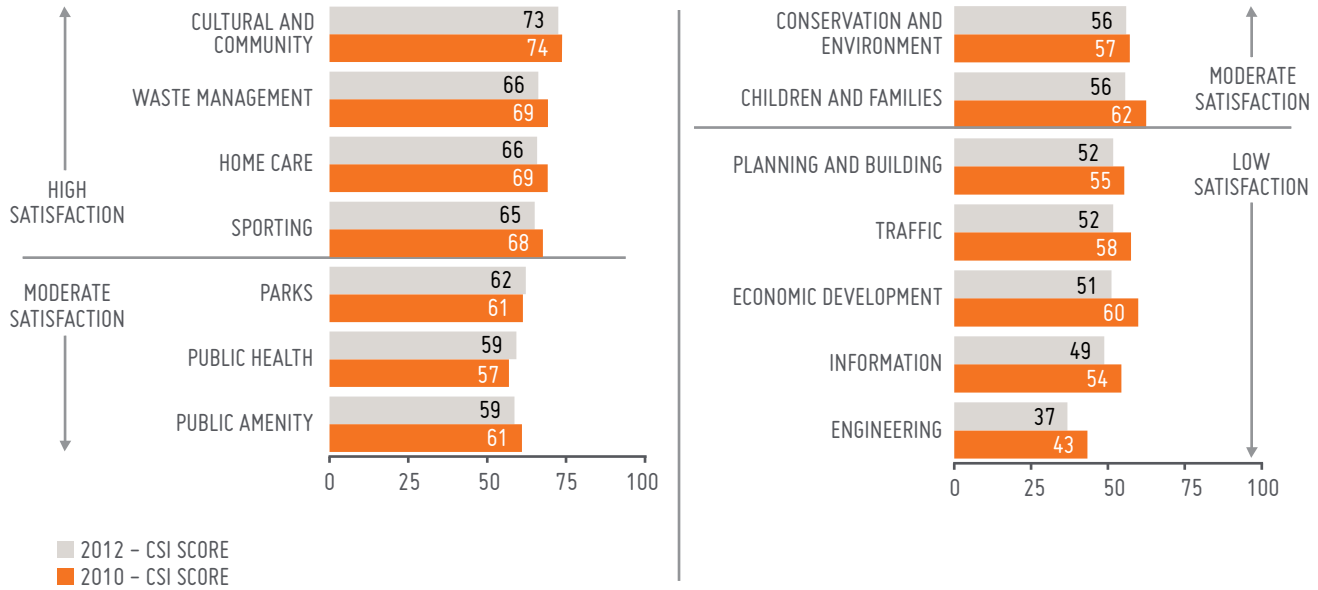
CATEGORY	RATING (2012)	REGIONAL CENTRE AVERAGE
OVERALL PERFORMANCE	55	60
OVERALL COUNCIL DIRECTION	51	52
CUSTOMER CONTACT	68	72
ADVOCACY	55	55
COMMUNITY ENGAGEMENT	56	57

CEO'S MESSAGE

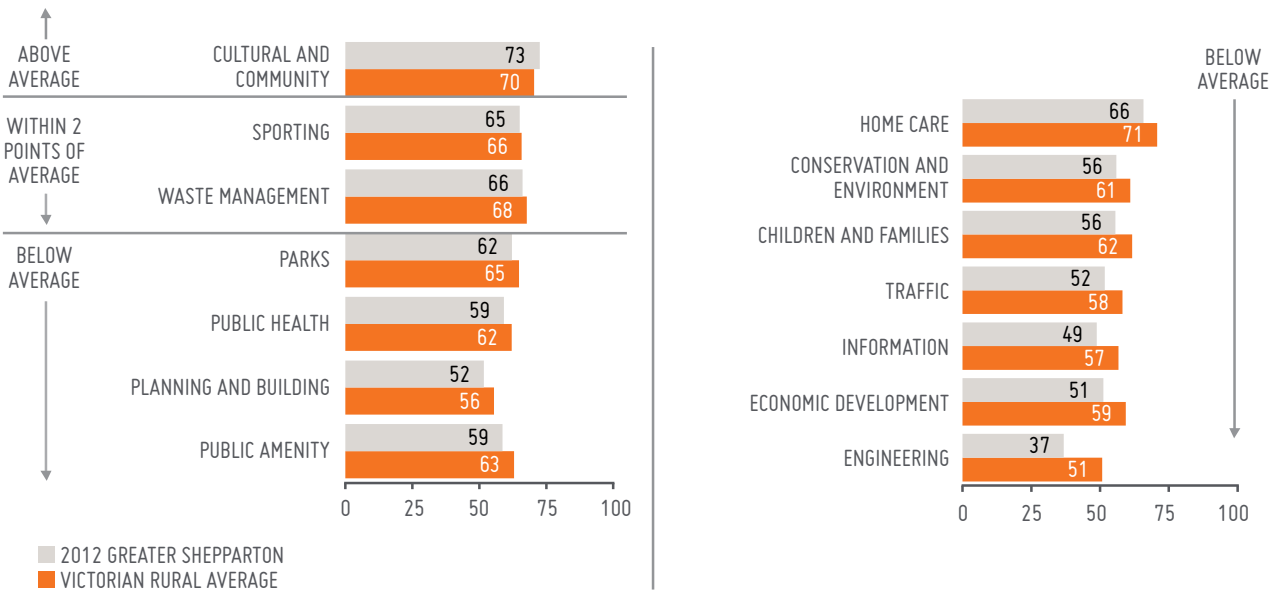
SERVICE AREA RESULTS

In addition to the four key indicators, Greater Shepparton City Council conducts its own independent survey to monitor perceptions of satisfaction with overall performance and 14 key service areas. This survey showed downward trends in satisfaction with all services and a significant downward trend in overall satisfaction across most categories. This information formed a key part of the organisational review focus.

AUSPOLL SERVICE RESULTS — 2012 COMPARED TO 2010



AUSPOLL SERVICE RESULTS — 2012 COMPARED TO VICTORIAN RURAL AVERAGE



“

COUNCIL HOSTED A NUMBER OF MEETINGS TO SEEK COMMUNITY INPUT FOR ITS SUBMISSION TO THE MURRAY DARLING BASIN PLAN.



CALENDAR SNAPSHOT

JULY

- The region shuts down for a large 'Say no to fireblight' rally in Shepparton attracting thousands of people from across the Goulburn Valley.
- The new Murchison Transfer Station opens following a \$700,000 conversion from a former landfill site.

AUGUST

- Council hosts international community development pioneers for a special conference.
- Shepparton hosts the first ever A-League soccer practice match in the municipality featuring Melbourne Heart and New Zealand's Wellington Phoenix.
- Kialla Lakes Drive re-opens following a major upgrade to minimise road closures during a minor or moderate flood.

SEPTEMBER

- KidsFest attracts record crowds.
- Tatura's Crouching Emu Revegetation Project is a finalist in the Keep Australia Beautiful Awards.

OCTOBER

- The GV Link Freight and Logistics Centre land acquisition settles following several years of negotiations.
- New automated and self-cleaning toilets open to the public in Shepparton's Queens Gardens.

NOVEMBER

- A \$350,000 upgrade of turf, spectator viewing, fencing, irrigation and paths finishes at McEwen Reserve's soccer facilities.
- Gavin Cator is named as Greater Shepparton's new CEO.

DECEMBER

- Shepparton is selected to host the launch of the national consultation phase of the revised Murray Darling Basin Plan draft.
- A new Ask of Government advocacy document is launched revealing the top priorities for government support and funding across key sectors in the municipality.
- Cr Michael Polan is named Mayor and Cr Chris Hazelman Deputy Mayor.
- New Christmas decorations are unveiled.
- New lights and a better oval at Central Park Reserve are in place following a \$250,000 upgrade.
- Summer parking retail promotion kicks off with extended parking in the Shepparton Central Business District.

JANUARY

- New CEO Gavin Cator starts.
- The Moooving Art cow herd celebrates their 10th birthday with a special family day at Victoria Park Lake and a new cow added to the herd following a design competition.
- A 3-tonne load limit is in place on the 70-year-old Watts Road bridge due to structural deterioration.
- Greater Shepparton's first Heritage Advisory Committee is formed.
- Greater Shepparton's Safe Communities Advisory Committee is formed.
- Council receives a resolution from the Audit and Risk Management Committee recommending a number of actions to improve governance and strategic planning for the Shepparton Show Me Section 86 Committee.

FEBRUARY

- Shepparton Art Museum re-opens with a new look, a new name and new facilities following a \$1.98 million redevelopment.
- Works on a \$630,000 upgrade of drainage in Knight Street begin.
- Council hosts a series of workshops to seek input for a submission to the Murray Darling Basin Plan including a joint regional submission with the Murray River Group of Councils and Strathbogie Shire.
- Greater Shepparton Women's Charter Alliance Advisory Committee officially forms.
- Council submits the Australian Botanic Gardens Shepparton to the Registrar of Geographic Names for approval to name the former Kialla Landfill site.

MARCH

- Hundreds of women join celebrations to mark International Women's Day.
- Smoke free playgrounds are introduced for the first time in Greater Shepparton.
- Unprecedented rain sees floods badly impact the northern part of the municipality including a number of homes completely inundated, farms underwater and towns and other properties cut off.
- Council adopts a Cultural Diversity and Inclusion Strategy and Action Plan as part of Harmony Week celebrations.

APRIL

- A cycling forum is held to help shape a draft Cycling Strategy.
- The inaugural RiverConnect Festival and Emerge Festivals are held.
- Works on a \$660,000 replacement of rail culverts begin as part of the Tatura Floodplain Management Strategy.
- Greater Shepparton's Heritage Study Stage 2B is released for community input proposing a number of additional places of cultural heritage significance for inclusion within the Heritage Overlay as part of a future amendment to the Greater Shepparton Planning Scheme.
- Council agrees to a Memorandum of Understanding with Goulburn River Valley Tourism.

MAY

- The Sam Jinks sculpture exhibition opens at Shepparton Art Museum and breaks all attendance records for the facility.
- Permanent two hour parking is introduced in Shepparton's Central Business District following a special retail promotion and extended trial.
- Council takes its 2012/13 draft budget on the road to seek community input.
- A new \$120,000 shelter opens at Deakin Reserve providing seating for about 150 people.
- Council introduces household battery recycling permanently following a successful trial that saved more than 270 kgs of batteries from ending up in landfill.

JUNE

- The first of several information sessions are held for the upcoming October Council elections.
- Fraser Street toilets in the Shepparton Mall are upgraded.
- The Vaughan Street retail precinct sells after the previous developer went into receivership leaving the large development site vacant.
- SPC Ardmona announces a \$90 million upgrade to its Mooroopna and Shepparton food manufacturing plants including new product lines.
- An organisational review is unveiled with significant structural changes and an accompanying issues paper and action plan to improve service delivery and efficiency.
- The Victorian Planning Minister approves an amendment to incorporate the Greater Shepparton Housing Strategy into the Planning Scheme.
- Council is named as one of three regional cities in Victoria to receive funding through the Building Better Regional Cities Program. Council will receive more than \$5.4 million through the program to support flood mitigation works in the Mooroopna West Growth Corridor.
- The draft Adaption Action Plan for a Future With Less Water is endorsed following widespread consultation.



THE SAM JINKS EXHIBITION SET A NEW ATTENDANCE RECORD FOR THE SHEPPARTON ART MUSEUM. PICTURED IS ARTIST SAM JINKS WITH HIS SCULPTURE, WOMAN AND CHILD.





02 ABOUT US

A PROFILE OF OUR REGION AND OUR ORGANISATION

OUR REGION

GREATER SHEPPARTON IS A VIBRANT, DIVERSE COMMUNITY LOCATED APPROXIMATELY TWO HOURS NORTH OF MELBOURNE IN THE HEART OF THE GOULBURN VALLEY — THE FOOD BOWL OF AUSTRALIA.

As a major regional centre experiencing strong growth, Greater Shepparton offers an enviable lifestyle and diverse employment base through our urban and rural communities.

OUR LOCATION

New Census data has just been released for some key demographic elements of the City of Greater Shepparton geographic area.

- Nearly 62,000 people over 2421 square kilometres.
- Fifth largest regional centre in Victoria.
- One of the fastest growing regions in Victoria.
- Centrally located along the Goulburn and Broken Rivers.
- Easy access to the Goulburn Valley and Midland Highways providing great transport connections and lifestyle opportunities.
- Two hours' drive from Melbourne and excellent road connections to Adelaide, Canberra, Sydney and Brisbane.
- Greater Shepparton's population is split between the urban areas of Shepparton, Mooroopna, Kialla and

Tatura and the smaller centres and rural areas in and around Congupna, Dookie, Katandra, Kialla West, Merrigum, Murchison, Tallygaroopna, Toolamba and Undera.

- This split reflects the range of lifestyle choices available across the municipality, from small urban blocks close to high-quality amenities, through to lifestyle properties as well as large working orchards and farms.

POPULATION

- From 2006 to 2011, the City of Greater Shepparton's population increased by 3354 people (5.9 per cent). This represents an average annual population change of 1.18 per cent per year over the period.

COUNTRY OF BIRTH

- 13 per cent of people were born overseas.
- 27 per cent arrived in Australia within the last five years.
- The largest changes in country of birth from 2006 to 2011 were India (+581), Afghanistan (+436) and Sudan (+140).

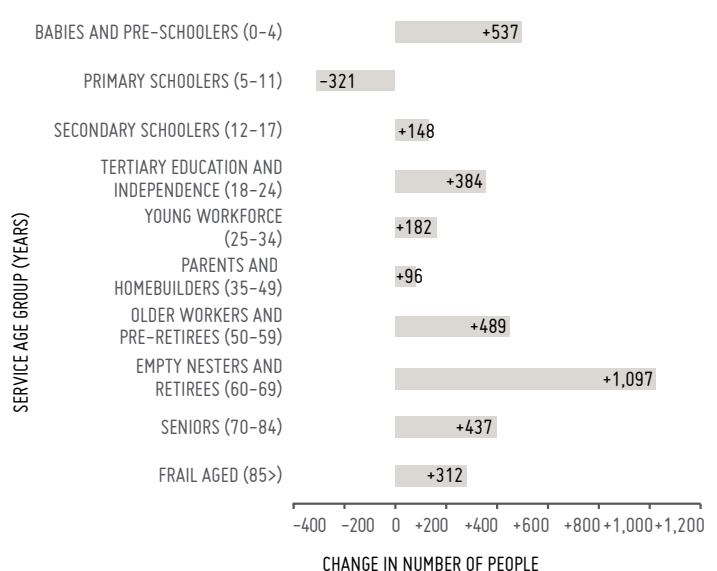
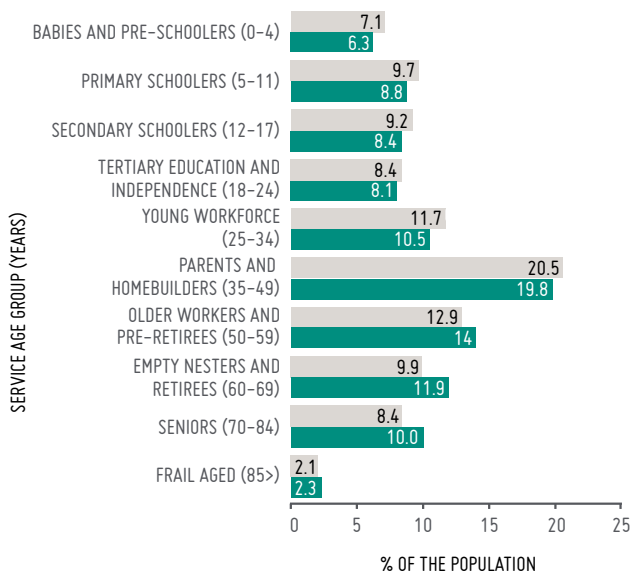
LANGUAGES SPOKEN

- 10 per cent of people come from countries where English is not the first language.

- 12 per cent of people speak a language other than English at home.
- Italian, Arabic, Persian/Dari, Turkish, Albanian, Punjabi, Greek, Macedonian, Mandarin and Filipino/Tagalog are the most commonly spoken languages other than English.
- Between 2006 and 2011, the number of people who spoke a language other than English at home increased by 1910 or 34 per cent and the number of people who spoke English only increased by 1020 or 2 per cent.
- The largest changes in the spoken languages were Persian/Dari (+530 people), Punjabi (+357 people), Arabic (+321 people) and Italian (-122 people).

AGE

- Compared to regional Victoria, Greater Shepparton has a higher percentage of people in all age groups between 0-44.
- The largest changes in age structure between 2006 and 2011 were in the 60-64 age group (+731 people), the 0-4 age group (+537 people), the 25-29 age group (+368 people) and the 65-69 age group (+366 people).



OUR ECONOMY

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

OUR EDUCATION

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

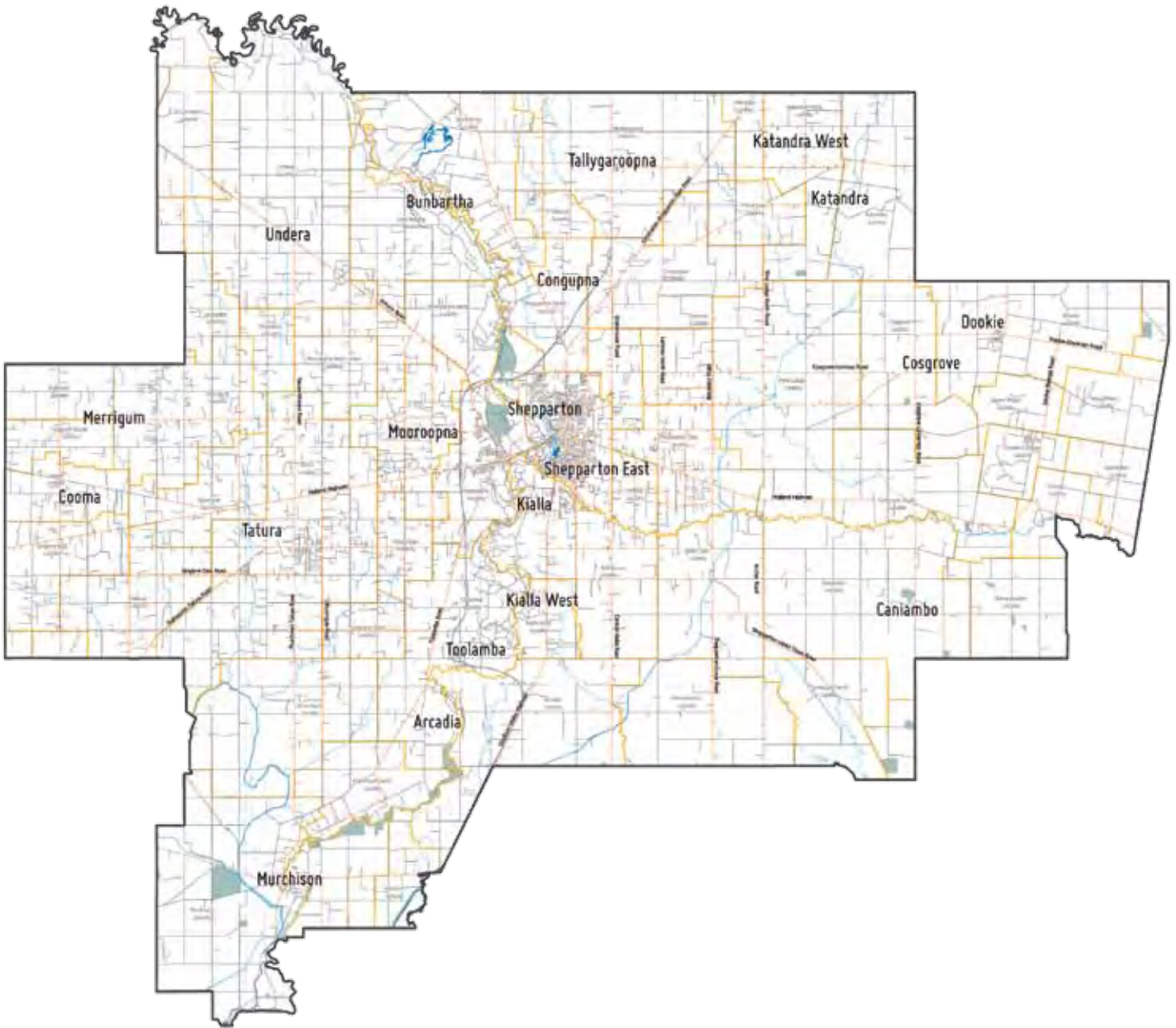
OUR ARTS AND EVENTS

- The region is home to the SheppARTon Festival, the Moooving Art public art display and the Shepparton Art Museum, which houses one of Australia's leading ceramics collections and hosts a major Australian Indigenous art award.
- The area is also home to Kaiela Gallery, featuring emerging Indigenous artists.
- Greater Shepparton also provides sponsorship and in-kind support for other major events including International Dairy Week, the Australasian Schools Cycling Cup, the Australian National Piano Award and the Spring Car Nationals.













THE SCULPTURED SNAILS WERE ONE OF THE FEATURE ATTRACTIONS AT THE SAM JINKS BODY IN TIME EXHIBITION AT SHEPPARTON ART MUSEUM.

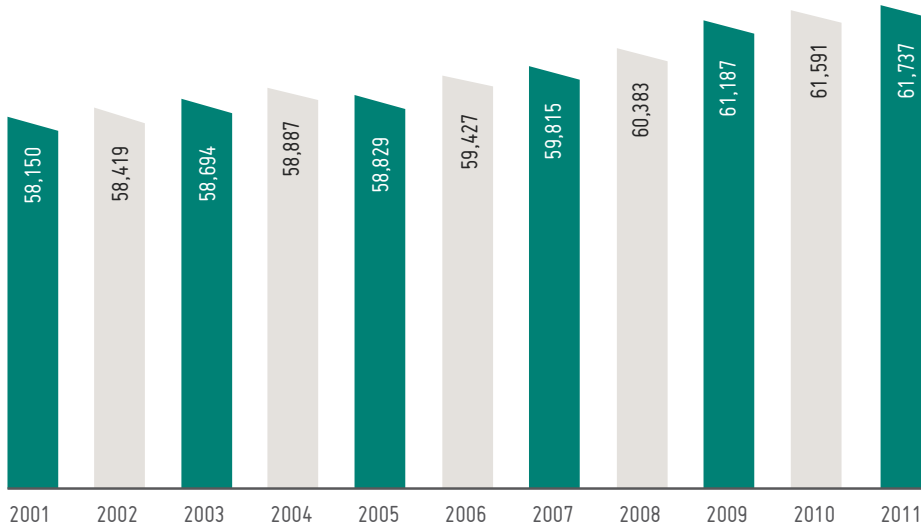
ELECTORAL STRUCTURE



KEY

-  Locality Boundary
-  Freeway
-  Main Road
-  Collector Road
-  Road
-  Unsealed Road
-  River/Creek
-  Railway Line
-  Lake
-  Parks & Reserves

ESTIMATED RESIDENT POPULATION, CITY OF GREATER SHEPPARTON



Source: Australian Bureau of Statistics, Regional Population Growth, Australia (3218.0).
Compiled and presented by .id the population experts

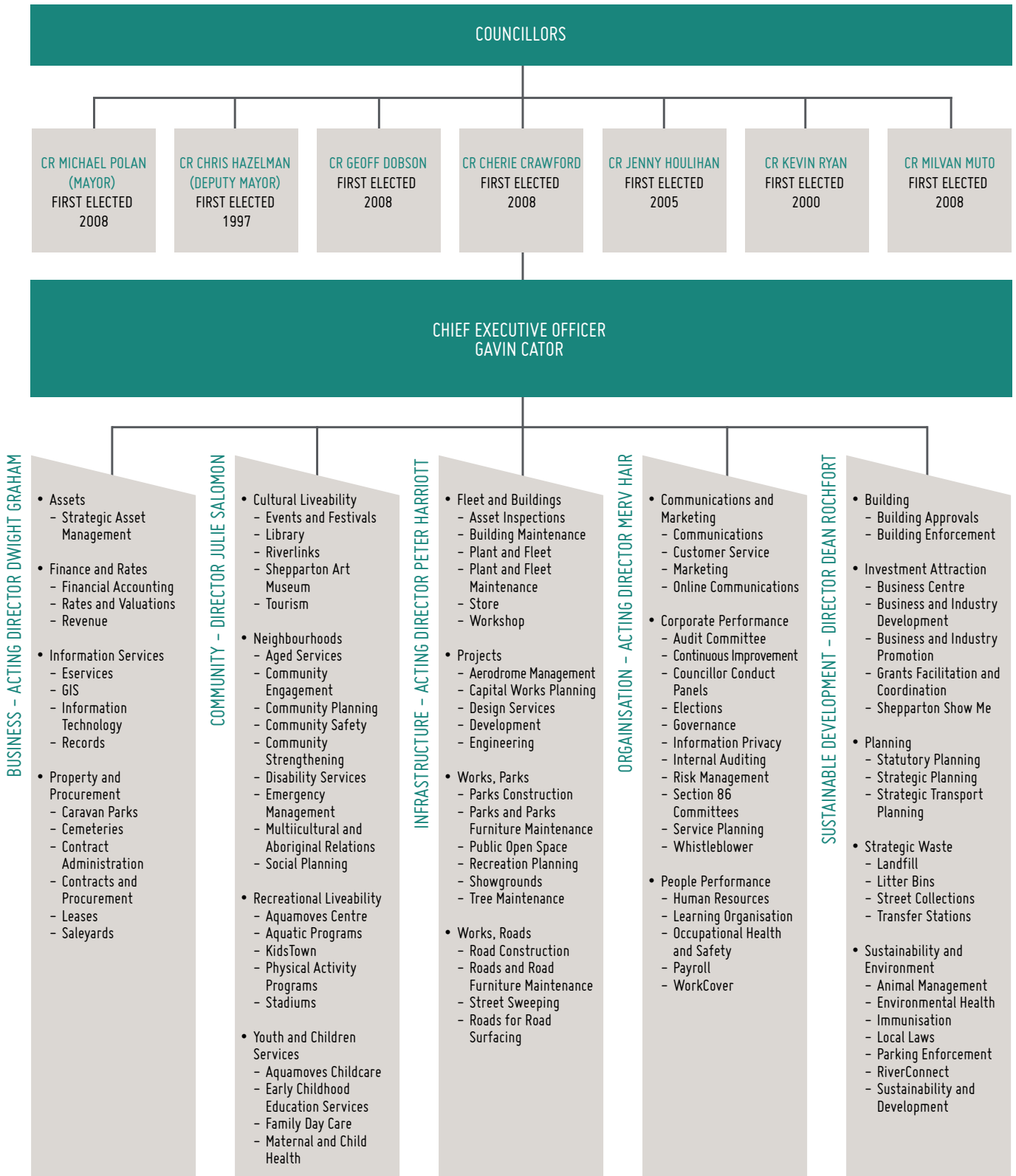
2011	CITY OF GREATER SHEPPARTON	REGIONAL VIC	VICTORIA	AUSTRALIA
MEDIAN AGE	38	41	37	37
MEDIAN WEEKLY HOUSEHOLD INCOME	\$980	\$945	\$1,216	\$1,234
COUPLES WITH CHILDREN	30%	27%	32%	31%
OLDER COUPLES WITHOUT CHILDREN	10%	11%	9%	9%
MEDIUM AND HIGH DENSITY HOUSING	13%	11%	23%	25%
HOUSEHOLDS WITH A MORTGAGE	33%	32%	34%	33%
MEDIAN MONTHLY MORTGAGE REPAYMENT	\$1,300	\$1,300	\$1,700	\$1,800
MEDIAN WEEKLY RENT	\$185	\$190	\$277	\$285
HOUSEHOLDS RENTING	28%	24%	26%	29%
NON-ENGLISH SPEAKING BACKGROUNDS	10%	6%	20%	16%
UNIVERSITY ATTENDANCE	2%	2%	5%	4%



OUR ORGANISATION

AS AT 30 JUNE 2012

A new structure was introduced on 14 June 2012 following an extensive organisational review.



OUR EXECUTIVE



CHIEF EXECUTIVE OFFICER

Gavin Cator

Gavin Cator has more than 20 years of senior management experience in local government.

Gavin has spent his entire working life in local government. Gavin holds a Bachelor of Civil Engineering and a Graduate Diploma in Municipal Engineering.

He has also served in sector leadership roles including as President of Local Government Professionals (LGPro) in Victoria and as a National Director of Local Government Managers Australia (LGMA). Gavin is also a graduate of the Australian Rural Leadership Program and has a passion for leadership development.

He has been heavily involved in Australian Rules Football. He is currently on the Goulburn Valley Football League Board and has previously been President of the Murray Football League and a Board Member of the Murray and Ovens Football Netball League.



ACTING DIRECTOR BUSINESS

Dwight Graham

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

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

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

Mr Graham lives in south Shepparton with his wife and daughter, while another daughter attends University in New Zealand. He coaches Congupna Netball A Grade team and keeps fit with early morning running and cycling.

Mr Graham is a Chartered Accountant whose qualifications include a Certificate in Engineering (Electronics & Computer Technology), a Bachelor of Business Studies (Accountancy) and a Master in Business Administration.



DIRECTOR COMMUNITY

Julie Salomon

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

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

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

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

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



ACTING DIRECTOR INFRASTRUCTURE

Peter Harriott

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

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

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



ACTING DIRECTOR ORGANISATION

Merv Hair

Merv has more than 40 years experience in local and state government authorities at a senior management level. He has formal qualifications in Business Studies - Local Government and is a qualified Municipal Clerk.

Merv has broad experience and understanding in many areas including corporate governance, strategic planning, organisational development, continuous improvement, business planning, policy development, risk management, financial management and reporting, enterprise bargaining, internal audit frameworks and regional library services.



DIRECTOR SUSTAINABLE DEVELOPMENT

Dean Rochfort

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

Before taking up his current position in August 2009, Dean held the role of Director - Corporate and Economic Development from November 2004.

He also spent a year as the Organisational Development Manager with Mitchell Shire following two years as Mitchell Shire's Tourism and Economic Development Manager. Prior to his move to local government, Mr Rochfort had private sector experience in the Information Technology, Natural Resources and Transport industries.

Dean is a Director of the United Way Goulburn Valley Community Fund.

OUR VALUES

ORGANISATIONAL VALUES

Greater Shepparton City Council is a values-driven organisation. Our values are:

Leadership

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

Integrity

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

Respect

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

Innovation

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

Teamwork

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

OUR AWARDS

YEARS OF SERVICE

The second annual Years of Service and Service Excellence Awards are held in November 2011.

Years of Service awards are provided for staff who reached their five, 10, 15, 20 and 25 years of service in the 2011 calendar year.

Awards were presented to 27 people for reaching the five year milestone, 29 people for 10 years, 10 people for 15 years, five people for 20 years and five people for 25 years. Special awards were also presented to six staff for 30+, 35+ and 40+ years of service.

SERVICE EXCELLENCE

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

There are four categories in the Service Excellence Awards:

- Living the Values
- Above and Beyond
- Customer Experience
- Operations Excellence

Staff can make nominations throughout the year for colleagues they believe have demonstrated high levels of service excellence.

Nominees receive a certificate at staff meetings throughout the year and are then in the running for the Overall Service Excellence Awards which are presented at the Reward and Recognition Ceremony.

There were 26 nominations across the four excellence categories.

LIVING THE VALUES

Chris Widdicombe, Maternal and Child Health

Chris has helped oversee the challenging transition of the Maternal Child Health Service from Goulburn Valley Health to Council.

CUSTOMER SERVICE

Greg Sidebottom, Kristie Welch and Liz Adams

Greg, Kristie and Liz received the award for Customer Service. The three were asked by the Customer Service, Innovation and Systems Integration Cross-Functional Working Group to conduct an internal customer service survey.

ABOVE AND BEYOND

Paul Dainton, Victoria Park Lake

Paul demonstrated exceptional performance and commitment with the planting of the flora around and in the wetlands at Victoria Park Lake.

OPERATIONS EXCELLENCE

Arthur Dickmann Childcare Centre

The Arthur Dickmann Childcare Centre received the award for Operations Excellence. The Childcare Centre received outstanding results in the National Childcare Accreditation Council audit. Staff worked to build on the quality of their programs between audits which resulted in them achieving the highest possible results across all areas.



GREATER SHEPPARTON CITY COUNCIL STAFF WERE RECOGNISED FOR OUTSTANDING SERVICE EXCELLENCE.



THE DEDICATION AND CONTRIBUTION OF OUR LONG SERVING COUNCIL STAFF IS REMARKABLE AND THE AWARDS PROVIDE A GREAT OCCASION TO SHOW OUR APPRECIATION, CELEBRATE THESE MILESTONES AND HIGHLIGHT THE BEST EXAMPLES OF SERVICE EXCELLENCE FROM THE PAST YEAR

— ACTING CEO, JULIE SALOMON SPEAKING AT THE AWARD CEREMONY IN NOVEMBER 2011.

INDUSTRY RECOGNITION

Sir Rupert Hamer Records Management Awards

The Sir Rupert Hamer Records Management Awards recognise achievements in good records management practice within Victorian government agencies and local community archives.

Greater Shepparton City Council and the Shepparton Family History group received an award for using digital technology to preserve the rates books from the former Shire of Rodney.

Council also received an award for 'Going Digital With Financial Information' for a project to digitise incoming invoices and streamline business practice to improve efficiency and accessibility as well as saving paper and reducing Council's environmental footprint.

Institute of Public Works Engineers Australia (IPWEA), Victoria Awards for Excellence, Innovation/Service Delivery Award

The Infrastructure Design Group developed an Infrastructure Design Manual. The group represents 32 councils across Victoria and is spearheaded by Greater Shepparton City Council.

The group developed a common Infrastructure Design Manual (IDM) for use by local government and stakeholders to develop more consistent design requirements and encourage sharing of leading edge ideas and practices.

Other recognition

- The Victoria Park Lake redevelopment was one of 20 projects shortlisted for the IPWEA Victoria Awards for Excellence in the Projects over \$3 million category.
- Greater Shepparton City Council's Family Day Care Service was one of three finalists shortlisted for

the Australian Family Early Education and Care Awards in the Early Childhood Service Provider of the Year category.

- The North East Regional Development Scheme received an award for regional collaboration at the National Awards for Local Government. Indigo Shire Council administers the online training portal for members across north east Victoria including Greater Shepparton City Council.
- The Crouching Emu Revegetation Project was a finalist in the annual Keep Australia Beautiful Awards – Community Government Partnership category.
- The Greater Shepparton Business Centre was nominated for the annual Regional Achievement and Community Awards – Business Achievement.
- Greater Shepparton on the Moove, incorporating the twilight strolls, pedometer challenge and walking path networks was a finalist in the 2011 Regional Achievement and Community Awards - Healthy Participation.
- KidsTown was a finalist in the annual Powercor 95.3SR FM Business and Services Tourism Excellence Award.
- Donna Rodda who primarily works at the Shepparton Sports Stadium was a shortlisted finalist for the Aquatics and Recreation Victoria Group Exercise Instructor of the Year Award. This was an especially significant achievement as the nominations were the highest in the history of the award with more than 50 nominations from across Victoria. Donna was recognised for her experience and expertise in developing and delivering high quality programming for older adults and people with special needs by creating a welcoming, vibrant environment that facilitates improved health and lifestyle outcomes for her participants.

- The 2010/11 Annual Report was shortlisted for the 2012 MAV Annual Report Awards.

LEARNING AND DEVELOPMENT

Council also provides a range of learning and development opportunities for staff with a focus on continuous improvement and business excellence. Highlights from 2011/12 include:

- Staff participation and support for the Fairley Leadership Program, a regional leadership development program.
- More than 20 staff took part in an accelerated Diploma of Management with sessions hosted by Victoria University in Shepparton.
- A 12-week Mentor Program was provided matching mentors and mentees and providing support with training, resources and support throughout.
- Ongoing support and training through Council's Business Excellence Continuous Improvement program.
- Online learning modules introduced for inductions and other corporate training.
- Council conducted its second organisational climate survey in early 2012. The survey results were used as part of the organisational review.
- Streamlining training, development and performance management initiatives with a view to developing a corporate training program with a focus on core skill requirements of staff in key positions across the organisation.

EQUAL OPPORTUNITY AND HUMAN RIGHTS

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

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

It states that:

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

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

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

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

Ongoing training and information about equal opportunity and human rights is provided as part of Council's formal induction program for employees including a focus on Council's commitment to the principles of the LEAD (Localities Embracing and Accepting Diversity) program.

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

EQUAL OPPORTUNITY STATISTICS

As at 30 June 2012, Council had 540 full time and part time staff (457.79 equivalent full time). Council also had a number of casual staff contributing hours worth approximately 25.74 equivalent full time roles per week.

OCCUPATION TYPE (FULL TIME AND PART TIME STAFF)			
	MALE	FEMALE	TOTAL
CEO	1	-	1
EXEC MANAGERS	4	1	5
MANAGERS	14	8	22
TECHNICAL	44	25	69
LABOURERS	116	3	119
ADMINISTRATION	53	163	216
CHILDRENS SERVICES	0	108	108
TOTAL	232	308	540

BASIS OF EMPLOYMENT (FULL AND PART TIME)			
	MALE	FEMALE	TOTAL
FULL TIME	216	137	353
PART TIME	16	171	187
TOTAL	232	308	540

BASIS OF EMPLOYMENT (EFT INCLUDING CASUAL HOURS)			
	MALE	FEMALE	TOTAL
FULL TIME	215.87	137	352.87
PART TIME	7.45	97.47	104.92
TOTAL	223.32	234.47	457.79
CASUAL	5.91	19.83	25.74
TOTAL INCLUDING CASUAL EFT	229.23	254.3	483.53

Please note, these figures are different to the ones used in the draft 2012/13 budget as further conversion of casual staff to permanent part time positions has occurred.

“

ABORIGINAL STUDENTS DANCED AND SPOKE AT A PUBLIC SORRY DAY COMMEMORATION CEREMONY IN MONASH PARK, SHEPPARTON, ON MONDAY 28 MAY.







03 OPERATING REPORT

A SUMMARY OF SOME OF THE MAJOR INITIATIVES,
PROJECTS, EVENTS, STRATEGIES, MILESTONES
AND SERVICE HIGHLIGHTS DURING 2011/12.

OPERATING REPORT

COUNCIL PLAN PERFORMANCE

Greater Shepparton City Council's vision is for a greater future for the municipality as the Food Bowl of Australia and a sustainable, innovative and diverse community.

This vision is the cornerstone of the four-year Council Plan which was developed with input from more than 600 people in 2009 to guide Council's strategic direction and budget planning through to 2013.

The Plan commits Council to 35 core focuses and 130 specific actions around six themes to help support the vision for the Greater Shepparton municipality.

Each year, Council's Work Plans and Budget are set against the backdrop of the priorities identified in the Council Plan.

The following is a report of the status of actions in the four year plan as well as some highlights from Year Three (2011/12) of the four year plan. The audited Performance Statement also provides a summary of performance against some of the key strategic activities identified at the start of 2011/12.

- ✓ Target achieved
- Progressing to achieve target
- ✗ Not achieved

1. SETTLEMENT AND HOUSING

A commitment to growth within a consolidated and sustainable development framework.

OBJECTIVE	OUTCOME	STATUS
Encourage innovative, appropriate, sustainable and affordable housing solutions.	This is being progressed through implementation of the Greater Shepparton Housing Strategy. Actions include successful grant application for Building Better Regional Cities funding for the provision of more affordable housing in Mooroopna West, and provision of a diverse and accessible housing within the Shepparton North East Growth Corridor.	■
Encourage sustainable municipal growth and development.	Actively participated in promoting the region through the Regional Victoria Living Expo.	■
Revitalise and promote the Shepparton CBD as the region's premier retail and entertainment destination.	Vaughan Street design complete.	■
	Bus interchange and Maude Street concept design work underway.	■
	Ongoing development of Shepparton Show Me promotional program.	■
	Summer and Winter City Markets held.	■
	CBD Strategy implementation underway.	■
	Safer City Strategy implementation underway.	■

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SOME OF THE ENTERTAINERS AT THE 10TH BIRTHDAY CELEBRATIONS FOR THE MOOVING ART COW HERD.



OPERATING REPORT

2. COMMUNITY LIFE

To enhance social connectedness, physical and mental health and well being, education and participatory opportunities in order to improve liveability and a greater range of community services.

- ✓ Target achieved
- Progressing to achieve target
- ✗ Not achieved

OBJECTIVE	OUTCOME	STATUS
Redevelop the Victoria Park precinct.	This project has been substantially completed with the major infrastructure work finished allowing water to be returned and a range of recreational activity to take place on the lake and in the surrounding area.	✓
	Redevelop Aquamoves as a regional community aquatic facility.	<p>The Leisure Pool and Splash Park have been completed.</p>
Embrace and strengthen cultural harmony and diversity.	Aboriginal Partnerships Officer employed and actively engaging with the community. Further strategic work on an Aboriginal Partnership plan to be developed.	■
	Cultural Diversity Strategy adopted March 2012.	✓
	Council activities continue to support cultural harmony and inclusiveness, eg the Emerge Festival, Harmony Day, Refugee Week, Reconciliation Week, Sorry Day and NAIDOC Week.	✓
	LEAD (Localities Embracing and Accepting Diversity) Council developed and implemented a Council Action Plan focused on ensuring policies and procedures are welcoming and inclusive of all cultures. LEAD rolled out equal opportunity and pro diversity training to Council staff, six schools and businesses in the region, and began work with two local sporting clubs. LEAD will continue to work with these organisations until September 2013 with the aim to reduce race based discrimination and increase positive diversity.	■
Provide a safe and family friendly community.	The Safer City Strategy was adopted the previous year and actions to progress this continue apace. This includes securing funding for the implementation of a closed circuit television system in the Shepparton Central Business District.	✓
	Developed Municipal Fire Management Plan.	■
Increase education and learning opportunities for our community.	Implemented actions and activated a leadership group arising from Tertiary Education Strategy.	■
	Continue to lobby other tiers of government for regional trades regeneration, funding for educational infrastructure and the development of the University of Melbourne's Dookie campus into a 21st century research and education centre.	■
Develop and pursue strategies to improve community health and wellbeing.	The Positive Ageing Strategy is now into its third year and the action plan continues to be implemented.	✓
	The Emergency Management Plan has been reviewed twice yearly and funding has been secured for dedicated emergency management positions.	✓
	The Municipal Early Years Plan has been completed and the draft of the new plan was approved for public consultation.	✓
	The highest standards of accessibility and inclusion have been sought, with a dedicated access and inclusion officer engaged to support activities across Council, in addition to the Disability Advisory Committee providing strategic advice on all major undertakings.	✓
	Youth engagement opportunities have continued, with the adoption of the youth safety report and youth action plan during the year.	✓
	Support has been provided to increase the quality of Aboriginal health outcomes with Council's ongoing support of the strategic work being undertaken by the Kaiela Institute and in particular the social inclusion project.	✓
	Significant work has been undertaken on developing a Universal Access Plan, with a very active Disability Advisory Committee working closely with Council on a range of key projects.	■

✓ Target achieved
■ Progressing to achieve target
✗ Not achieved

OBJECTIVE	OUTCOME	STATUS
Develop a range of active and passive recreational facilities at the former Kialla landfill site.	The Kialla Landfill site has undergone a major rehabilitation and the major construction tasks of capping and stabilisation of banks has been completed. Access to the site has been improved by the construction of paths and a viewing platform allows for views of the entire site, surrounding areas and as far as the Strathbogie Ranges.	✓
Ensure social issues are actively considered when making planning decisions.	This is being progressed through implementation of the Greater Shepparton Housing Strategy, and input on relevant planning permit applications.	■
Develop and promote local community sporting facilities.	This is being progressed through provision of local active open space facilities within the Shepparton North East and South East Growth Corridors. A range of facilities continue to be provided on an annual basis across the whole municipality.	■
Develop and promote the Shepparton Sports Precinct as a significant regional Victorian multi-sport complex.	The Shepparton Sports Precinct has seen improvements in signage, car parking and fencing. Major redevelopment has related to the provision of premier soccer facilities.	✓
Develop the Shepparton Showgrounds in accordance with the Master Plan.	Works have continued at the Shepparton Showgrounds with the official opening of the impressive multi-purpose pavilion, completion of the retardation drainage works and landscaping. Future works will include the completion of the grassed arena, promenades and amenities for the Multipurpose Pavilion.	■
Provide affordable and sustainable community services.	Services to seniors have been reviewed and continue to be delivered. Ongoing funding concerns from the State and Commonwealth Government will require reviewing our activity annually in line with a low level of grant indexations.	✓
	The level of children's services remain high, with occasional care services still being provided after funding was withdrawn. A new Council operated kindergarten was opened this year in conjunction with the Department of Education and Early Childhood Development – the Arthur Mawson Kindergarten.	✓
Value arts and culture as an integral part of a dynamic community.	A broad range of arts events continue to be held across Greater Shepparton, including; the SheppARTon festival, the Sidney Myer International Ceramic Award, the Indigenous Ceramic Award, the Australian National Piano Award and this year, the Emerge Festival was added to the portfolio of key events.	✓






SHEPPARTON'S CBD PLAYS A KEY PART IN COMMUNITY LIFE.

OPERATING REPORT

3. ENVIRONMENT

To conserve and enhance our significant natural environments and cultural heritage.

-  Target achieved
-  Progressing to achieve target
-  Not achieved

OBJECTIVE	OUTCOME	STATUS
Promote and demonstrate environmental sustainability.	The development of a Sustainability and Environmental Strategy is progressing well. This strategy will determine the future focus of Council's efforts in this area.	■
	The Crouching Emu Revegetation Project in Tatura was nominated for two Tidy Towns – Sustainable Communities Awards and was a State finalist in the Community–Government Partnership category.	■
	Council's partnership with the Dookie Biolinks Project continues to implement the priority actions in the Dookie Biodiversity Action Plan (BAP) including roadside woody weed removal to help change the landscape to provide connected habitat and boost resilience within the district's biodiversity assets.	■
	As part of Council's Indigenous Flora Revegetation Program, planting equipment and 10,000 indigenous plants were provided to Landcare groups and schools.	■
	The roadside weed control program continues with funding received from both the State and Federal Governments with a focus on noxious weed species listed as Regionally Controlled or Weeds of National Significance. This included 42.8km of Chilean needle grass (<i>Nassella neesiana</i>) along rural roadsides.	■
	Council contributed towards the costs of operating and maintaining the Public Salinity Control Assets implemented under the Shepparton Irrigation Region Catchment Implementation Strategy.	■
	Council has continued to have monitoring reports produced on our energy usage and CO2 emissions. This data is used to support and encourage managers to improve their branch's environmental and financial performances. Energy audits were also conducted at three Council facilities and key actions have been identified for improvement.	■
	Council continued its membership with the ICLEI Cities for Climate Protection (CCP) Plus Program and the ICLEI Water Campaign. These programs assist with our usage reduction targets.	■
	Council is a member of the Northern Region Water Monitoring Partnership program which monitors water quality and quantity in the region. Council is responsible for the maintenance of a number of monitoring sites.	■
	Council has completed the Gemmill's Swamp Bioremediation Wetland to significantly improve the quality of water flowing from the Mooroopna township into Gemmill's Swamp.	■
	Actions have continued to be implemented from the Domestic Wastewater Management Plan (2008), Sensitive Water Use Plan (2007) and the Greater Shepparton Stormwater Management Plan (Review 2009).	■
	Greater Shepparton (in partnership with neighbouring councils and the GBCMA and Goulburn Valley Water) employs a Stormwater Education Officer to address stormwater issues regionally with a major focus on schools and the building industry.	■
	Council and the GBCMA have worked in partnership to install a Gross Pollutant Trap on Knight Street to minimise the amount of rubbish entering the Goulburn River.	■
	Council is a foundation member and contributes towards the Goulburn Broken Greenhouse Alliance (GBGA).	■
	Greater Shepparton, Moira Shire, Campaspe Shire and the GBCMA employ a Municipal Catchment Coordinator to address planning and environmental issues regionally.	■
Council commissioned a Sustainable Community Strategy (funded through the Federal Government's Strengthening Basin Communities Program) focusing on the impacts of climate change and reduced water availability.	■	

- ✓ Target achieved
- Progressing to achieve target
- ✗ Not achieved

OBJECTIVE	OUTCOME	STATUS
Identify and respect our significant cultural and environmental assets.	The development of the Environmental and Sustainability Strategy is progressing. The strategy will assist in identifying and respecting significant environmental assets and will compliment other environmental and sustainability plans and strategies.	■
	The Regional Rural Land Use Strategy includes a series of recommendations including the appropriate recognition and protection for areas of environmental significance.	■
	Council has continued to implement actions contained in the Roadside Management Plan (2008) and the Strategic Framework for Managing Native Vegetation on Road Reserves (2009). These documents provide mechanisms to protect and enhance remaining areas of native vegetation on Council managed land and guides strategic development of linkages between fragmented patches of remnant vegetation.	■
	Greater Shepparton City Council offers a rate rebate to landholders with a Trust for Nature conservation covenant.	■
Enhance the community's use and appreciation of the Goulburn and Broken rivers.	Council provides a financial contribution towards the GBCMA Cultural Heritage Officer and receives services such as the development of Cultural Heritage Management Plans in return.	■
	The RiverConnect Program is a very successful program that enhances the community's use and appreciation of the rivers and has widespread support from Indigenous groups, local schools, other agencies and the community in general.	
	It is expected that this program will continue to achieve good results into the future.	✓



THE REGION IS HOME TO THE MOOVING ART PUBLIC ART DISPLAY.

OPERATING REPORT

4. ECONOMIC DEVELOPMENT

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

- ✓ Target achieved
- Progressing to achieve target
- ✗ Not achieved

OBJECTIVE	OUTCOME	STATUS
Develop a mix of sustainable tourist attractions, festivals and events.	Shepparton Art Museum (SAM) has attracted unprecedented numbers since the launch in February from locals and visitors alike (approximately 25% of all visitors are from outside Greater Shepparton).	✓
	Council is continuing to focus on positioning the region as a family friendly destination, supporting KidsTown and the annual KidsFest which continues to attract intrastate and interstate visitation.	
	Greater Shepparton continues to earn a reputation as an events destination with a diverse annual events calendar being a strong driver of visitation to the region.	
	The focus on the social, economic and brand return encouraging increased flow on benefit to the community. Council has supported a wide range of community, sporting and business events and festivals throughout the year including: <ul style="list-style-type: none"> • SheppARTon Festival • Carols by Candlelight • New Years Eve Festival in Mooroopna • Australia Day • Summer Film Festival • Spring Car Nationals • Southern Seven Cutting Horses • International Diary Week • Shepparton Show • Under 19 Cycling • Australasian Schools Cycling Cup • 70.3 Triathlon • KidsFest • Victorian Open Bowls • Greater Shepparton Basketball Association Junior Tournament 	
	It is estimated that these events have delivered an estimated \$50 million in economic impact to the Greater Shepparton community.	■
	The Visitor Information Centre has serviced nearly 40,000 visitor enquiries and continues to be a major source of information and referrals.	■
	Continued support of GV BRAiN business networking events.	■
Establish the Goulburn Valley Freight Logistics Centre to improve the efficiencies and competitiveness of regional business.	Coordination of Summer and Winter City Markets.	■
	The design of Stage 1 is complete and ready to go once investment interest is realised. Completion of the detailed design for Stages 2 and 3 and functional design for Stages 4, 5 and 6 is close to completion also.	■
Develop and pursue strategies to protect and enhance our irrigation based agricultural economy.	Regional Rural Land Use Strategy adopted by Council following independent planning panel.	■
	Draft adoption action plan for A Future With Less Water completed and currently open for public comment (as at 30 June 2012).	■
	Individual and group submission to Draft Murray Darling Basin Plan.	■
	Continue to support and expand research and development programs that educate, support and assist our community to grow and adapt to changing environmental conditions.	■
Pursue opportunities to increase the range of businesses and industries in the region, to further strengthen our economy.	Investor prospectus completed.	■
	Greater Shepparton Business Centre incubator and business growth/training service.	■
Ensure a coordinated and effective approach to economic and tourism development is maintained at all times.	Economic and tourism attraction attributes of Greater Shepparton were promoted through the maintenance and publishing of statistical information and marketing material, via the distribution of the Live Work Invest Prospectus, the Investment Prospectus and the monthly eNews newsletter.	■

5. INFRASTRUCTURE

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

- ✓ Target achieved
- Progressing to achieve target
- ✗ Not achieved

OBJECTIVE	OUTCOME	STATUS
Pursue construction of the Shepparton bypass and second river crossing on the Goulburn Valley Highway.	The Shepparton Bypass Action Group has been formed and approaches to various Ministers and bureaucrats have been made. Assistance has been provided to VicRoads to allow a submission for funding to be made to the next round of the Nation Building Program.	■
Pursue duplication of major highway entrances to Shepparton and Mooroopna.	An announcement has been made in relation to the funding of the eastern entrance to Shepparton and works are anticipated to commence in 2013. Mooroopna will be done in conjunction with the Shepparton bypass works.	■
Undertake beautification works for the main streets and entrances to urban areas and townships.	A range of works have been undertaken including major works on the southern entrance to Shepparton.	✓
Provide affordable and sustainable community infrastructure.	Infrastructure projects are required to consider sustainable and environmental aspects in the course of project development.	■
Pursue the "Foodbowl Alignment" as the preferred Melbourne to Brisbane inland rail route.	Continued advocacy for inland rail route.	■

6. COUNCIL ORGANISATION AND MANAGEMENT

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

OBJECTIVE	OUTCOME	STATUS
Review the Council's financial model for long term sustainability.	Council's long term financial model is reviewed annually. Further work, including a review of the Rating Strategy, will occur in 2012/13.	■
Engage our community when making decisions.	Council held more than 40 consultations throughout 2011/12 ranging from neighbourhood level to broader community and special interest group topics, as well as input to major advocacy campaigns such as the Murray Darling Basin Plan.	■
Develop strong partnerships with the State and Federal governments.	Council hosted many Ministerial visits including the Victorian Premier, Ted Baillieu. Council also sent many delegations to Canberra and Melbourne to represent the region's interests on a number of issues and committees.	■
Pursue organisational development and improvement.	Organisational scan completed. Transitional management plan to be adopted by Council. Recruitment of new positions underway.	■
Ensure our long term strategic vision for Greater Shepparton remains relevant and accurate.	Strategic Resource Plan updated. New Council Plan process approved. Greater Shepparton Greater Future advocacy document adopted.	■
Provide best practice management and administrative systems and structures to support the delivery of Council services and programs.	Under review with transitional management process.	■





04 COMMUNITY REPORT

A SUMMARY OF AWARDS AND GRANTS PROVIDED
BY COUNCIL TO THE GREATER SHEPPARTON
COMMUNITY DURING 2011/12.

COMMUNITY REPORT

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

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

VOLUNTEER RECOGNITION AWARDS

The third annual Greater Shepparton Volunteer Recognition Awards were presented in May 2012 as part of National Volunteer Week. This year, a seventh category was introduced as a way to recognise the hard work of emergency volunteers during the February/March floods.

Female Volunteer – Aunty Valda Doody

Aunty Valda Doody is an active and respected Elder within the local Aboriginal Community. Her role with the Koori Offender Support and Mentoring Program helps individuals and families to be healthier and happier and to create stronger community connections.

Aunty Valda assists Aboriginal women to explore opportunities for engaging in positive life choices, shares her cultural knowledge and experience and has the ability to deal with the complex situations and behaviours.

Male Volunteer – Murray Yates

Murray Yates continuously makes a significant contribution to his community. As well as having involvement in sporting, fire brigade and the local Lions club, he singlehandedly organised truckloads of hay for flood affected areas in 2011. His motivation and can do attitude shows his community that he is a dedicated, passionate and loyal leader. His commitment has brought much relief to his community and those around him.

Female Youth Volunteer

– Chelsea Harrington

Chelsea Harrington is currently studying in Bendigo but regularly travels to Shepparton to work on the 3630 Festival. As a role model to those around her, Chelsea tries to teach others to care for their community and each and every person in it. Working alongside her peers, her love and commitment inspires all around her to continue to have a youth focus in Shepparton.

Male Youth Volunteer

– George Wagenknecht

George Wagenknecht has enabled the Shepparton South Community House to reach a wide community. His assistance and creativity has enabled the House to have their computer systems and website in place and is committed to dedicating his time to the Community House and his community.

Rural Volunteer - Barbara Philp

At 90 years of age, Barbara is very active in her community and is a great role model, particularly for young people. She has put in tireless hours of volunteer work across many organisations since 1946 and is still an active contributor today.

Volunteer Team – Community Accessibility

Community Accessibility has allowed Greater Shepparton community members to attend doctors and specialists outside of the municipality. Community Accessibility provides volunteer drivers for frail/aged people and people with disabilities to attend cancer treatments, operations, physiotherapy and specialists visits. Numerous trips to Melbourne, Albury/Wodonga, Bendigo, Benalla and Echuca have made a positive difference in their lives and their families.

Emergency Volunteer

– Shepparton Search and Rescue

Shepparton Search and Rescue is a self-funded volunteer organisation and one of only two independent rescue squads in Victoria doing road rescue. The squad started in 1972, celebrating their 40th Anniversary this year.

In the last 40 years, Shepparton Search and Rescue has attended many serious and life threatening incidents in the area, including major flooding; wind and storm damage; as well as river, dam and channel searches. This can be very difficult knowing that the community members that they are working for are often involved in these incidents.

GREATER SHEPPARTON AUSTRALIA DAY AWARDS

Greater Shepparton City Council hosts Australia Day celebrations across the municipality. Australia Day awards are presented to citizens in recognition of their outstanding contribution to their local community and the Greater Shepparton community.

Greater Shepparton Australia Day Citizen of the Year – Allan (Tom) Perry

Allan (Tom) Perry is a successful agriculturist and a respected and committed community member.

Mr Perry is a past Rodney Shire Councillor and also a past director, chairperson and member of Tatura Milk Industries. He is also a member of the National Farmers Federation and the Australian Dairy Corporation.

As a practising dairy farmer his commitment to the dairy industry is reflected in the many organisations that he is or has been involved with.

His dedication to the Tatura Victory Hall has seen the establishment of Blue Light Discos for the youth. He also assists with running the annual Tatura Rotary Art Show and was instrumental in starting up the 'Men's Shed' in Tatura.

His personal commitment to the Victory Hall ensures that it is always well presented for the Tatura community to use.

His leadership, involvement and commitment is of great value to Tatura and its community and he is a respected Australian citizen.

Greater Shepparton Australia Day Young Citizen of the Year – Jamie Lea

Jamie Lea has been involved in the youth, music and arts scenes in Greater Shepparton for a number of years. Jamie is recognised for her talent in music and performing arts and commitment to community and youth development.

Jamie shows an exceptional commitment and dedication to the community of Greater Shepparton as a member on numerous boards and committees.

As a 15-year-old she was founding member of youth organisation, Word and Mouth and many years later still remains committed to the organisation as Director of the Board.

Jamie is a past board member of The Bridge Youth Services and United Way Goulburn Valley Community Fund. She is an outstanding role model and mentor for the young people of Greater Shepparton and always gives 100 per cent effort.

She gives her time and energy towards making Greater Shepparton a vibrant and responsive community.

LOCAL AUSTRALIA DAY AWARDS

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

Arcadia

Citizen of the Year - Gerald Quirk

Dookie

Citizen of the Year - Don Bryant
Young Citizen of the Year
- Cameron Shields

Mooroopna

Citizen of the Year - John Kiss Mooroopna
Australia Day

Young Citizen of Year - Jamie Lea

Murchison

Citizen of the Year - Gloria Polkinghorn

Young Citizen of Year - Thomas Karacsay

Junior Sports Award - Kiara Catania

Club/Service Organisation Award
- St Brigids Catholic Ladies Guild

Education Award - Peter Campbell

Shepparton

Citizen of the Year - John Head

Young Citizens of Year - Fatima Zaoli
and Elaf Al-Tuhmazy

Senior Citizen Award - Russell Broom

Academic Award - Arlene Austin

Sports Award - James Marx

Tatura and District

Citizen of the Year - Allan (Tom) Perry

Young Citizen of the Year - Jason Archer

Sports Award - Lisa Cullum

Business Award - Luisa Niglia

Environment Award - Greg Smith

Academic Award - Adrian Crossley

Volunteer Service Award - James Pyke

Toolamba

Citizen of the Year - Caroline
James-Wilson

Community Service Award
- Heather Kennedy

COMMUNITY REPORT

COMMUNITY PLANS

Greater Shepparton City Council has been working with community plan groups across the municipality to support the development of Community Plans for small towns.

A Community Plan is a written document which identifies a community's vision for the future and the priorities it has identified to achieve the vision. The Community Plan belongs to the community and the aim is to reflect the current situation in a community while identifying short, medium and long term goals.

While the plans are endorsed by Council, the development and implementation is driven by local Community Plan Steering Groups with support from Council staff.

Since the commencement of community planning at Greater Shepparton City Council, the following towns have had Community Plans endorsed:

- Dookie 2002 – reviewed in 2011
- Merrigum 2006 – reviewed in 2012
- Undera 2008
- Tatura 2010
- Mooroopna 2010
- Toolamba 2011
- Murchison 2011

Community Plans for Tallygaroopna, Katandra West and Congupna are under development for 2012.

Council allocated \$500,000 towards Community Plan Implementation projects in 2011/12. These projects are assessed on a case by case basis and the following were supported through this funding stream during 2011/12.

TOWN	PROJECT	\$
MOOROPNA	Mooroopna's Men's Shed	30,000
	John Gray Oval Shelter	55,000
TATURA	Lake Bartlett Master Plan	24,900
	Bike Racks / Seats	15,600
	Town entry enhancement	1,280
	Mactier Park Master Plan	5,500
MERRIGUM	Cnr Park Development	25,000
	Heritage flyer	1,039
	Hall repainting	25,454
DOOKIE	Rail Trail signage	5,000
	Drainage Review	23,800
UNDERA	Netball court	23,000
	Recreation Master Plan	17,400
TOOLAMBA	Recreation Master Plan	18,700
	Equipment for Community Events	3,049
	Website	1,000
TOTAL		\$279,222.00

GRANTS

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

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

COMMUNITY MATCHING GRANTS

Council approved \$31,355 for 16 community groups in the 2011/12 Community Matching Grants program. The grants are designed to support community projects that help build social connections and partnerships, enable community members to acquire or develop a new skill, or create, renew or revitalise places and spaces within the community.

They require the applicant group to provide part of the project cost, either through cash or in-kind contribution.

ORGANISATION	PROJECT	\$
CANIAMBO CWA AND SHEEP PEN CREEK LANDCARE	Celebration dinner 'Year of the Farmer'	1,210
CONGUPNA SOCIAL TENNIS CLUB GROUP	Tennis court upgrade	2,500
CONGUPNA/TALLYGAROPNA LANDCARE GROUP	Repairing pony paddock	1,770
GOULBURN VALLEY CONGOLESE ASSOCIATION	Congolese Independence Day	2,500
GOULBURN VALLEY JUMPING CLUB	Tatura Indoor Show Jumping Classic	2,500
GOULBURN VALLEY SOUTH SUDANESE COMMUNITY ASSOCIATION INC	Celebration of Independence Day	2,500
GOWRIE STREET PRIMARY SCHOOL	Upgrade sports courts and signage	2,500
LIONS CLUB OF DOOKIE	Playground equipment	2,500
LIONS CLUB OF DOOKIE (AUSPICE)	Rail Trail Picnic Shelter	2,500
MOORROPNA EDUCATION AND ACTIVITY CENTRE	Labyrinth project	970
MURCHISON NEIGHBOURHOOD HOUSE	Safety glass for playgroup area	805
MURCHISON PRE-SCHOOL INCORPORATED	Secret garden project	2,500
SHEPP SOUNDS	Shepp Sounds 2012 event support	2,500
SHEPPARTON CAMERA CLUB	Art program	2,500
STRINGS OF HARMONY	Puppet show	2,500
TALLYGAROPNA GOLF CLUB	Clubhouse repairs	2,500
TOTAL		\$31,355.00



COMMUNITY REPORT

ARTS IN THE COMMUNITY FUND

Council has an Arts in the Community program with \$46,000 funding available for 2011/12. Of this, \$4,600 was allocated across three projects.

The fund supports projects and events that are broadly accessible to the community and showcase local arts and culture in the Greater Shepparton region.

ORGANISATION	PROJECT	\$
SOUTH SUDAN INDEPENDENCE CELEBRATION COMMITTEE	Independence Celebration	2,000
SHEPPARTON CREATIVE TEXTILES GROUP	Bright, Brave, Beautiful exhibition and workshops	1,000
SHEPP SOUNDS	Shepp Sounds 2011	1,600
TOTAL		\$4,600

OUR SPORTING FUTURE FUNDING PROGRAM

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

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

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

Minor funds are provided on a \$1 for \$1 basis (including in-kind contributions) with up to \$15,000 available per project for small sized facility developments.

Sports aid funds are available for between \$500 and \$5000 for special projects that support new and developing sporting organisations, or for special access and participation projects.

In 2011/12, a budget of \$109,200 was available for minor and sports aid funds. Of this, \$89,222 was allocated across 11 projects. In the major category, \$120,000 was available with \$72,550 allocated across three projects.

Our Sporting Future – Major

ORGANISATION	PROJECT	\$
CENTRAL PARK RECREATION RESERVE	Oval lighting	30,000
SHEPPARTON FOOTBALL CLUB	Air conditioning	22,550
SHEPPARTON JUNIOR SOCCER ASSOCIATION	Murray Slee Pavilion shelter	20,000
TOTAL		\$72,550

Our Sporting Future - Minor

ORGANISATION	PROJECT	\$
CONGUPNA NETBALL CLUB	Netball court extension to meet Netball Victoria standards	8,875
GREATER SHEPPARTON BASKETBALL ASSOCIATION	Improved electronic scoring	5,978.50
HILL TOP BOWLS CLUB	Seating	5,000
LEMNOS TENNIS CLUB	Tennis facility upgrade	14,000
MEDLAND PARK BODY CORPORATE	Playground equipment	2,900
MOOROOPNA BOWLS CLUB	Shade shelters	7,920
ORRVALE PRIMARY SCHOOL	Senior playground	5,598
SHEPPARTON ROWING CLUB	Boat shed	15,000
TATURA NETBALL ASSOCIATION	Netball court lighting	15,000
TOTAL		\$80,272

Our Sporting Future – Sports Aid

ORGANISATION	PROJECT	\$
SHEPPARTON ROWING CLUB	Reform club	5,000
SKATEBOARDING AUSTRALIA	Set up street wise skate program	3,950
TOTAL		\$8,950



CYCLING IS A POPULAR AND GROWING SPORT THROUGHOUT GREATER SHEPPARTON.

COMMUNITY REPORT

SMALL TOWNSHIP FESTIVE GRANTS

Council's Small Townships Festive Grants program provides communities with less than 10,000 people with the opportunity to apply for grants of up to \$2500 to create a festive atmosphere within their towns by purchasing and installing sustainable festive decorations.

ORGANISATION	\$
LIFESTYLE DOOKIE	2,500
MERRIGUM COMMUNITY GROUP	2,500
MOOROPNA EDUCATION AND ACTIVITY CENTRE INC	1,800
MURCHISON ACTION GROUP	2,500
TATURA COMMUNITY PLAN STEERING COMMITTEE	1,300
TOOLAMBA LIONS CLUB	2,500
TOTAL	\$13,100

SPONSORSHIP

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

In 2011/12 Council approved 25 sponsorship requests worth \$10,000.



COUNCIL PROVIDED IN KIND AND FUNDING SUPPORT TO MORE THAN 80 EVENTS DURING THE 2011/12 FINANCIAL YEAR INCLUDING \$375,000 IN GRANTS TO A VARIETY OF ANNUAL AND NEW MAJOR EVENTS, FESTIVALS, COMMUNITY EVENTS AND BUSINESS EVENTS.

NEW EVENT SUPPORT

Council provided in kind and funding support to more than 80 events during the 2011/12 financial year including \$375,000 in grants to a variety of annual and new major events, festivals, community events and business events.

The total economic impact contributed to the community as result of these events is estimated to be in excess of \$50 million and bringing approximately 150,000 visitors to the region.

Below is a snapshot of some of the significant events Council supported during 2011/12 in addition to its own community event program including Australia Day, the Summer Film Festival, Twilight Stroll, Summer Strolls and KidsFest.

MAJOR EVENTS SUPPORTED

70.3 HALF IRONMAN TRIATHLON

AUSTRALASIAN SCHOOLS CYCLING CUP

CAROLS BY CANDLELIGHT CELEBRATIONS

FOOTBALL FEDERATION VICTORIA GALA CHAMPIONSHIPS

GREATER SHEPPARTON BASKETBALL ASSOCIATION JUNIOR TOURNAMENT

INTERNATIONAL DAIRY WEEK

MELBOURNE HEART COMMUNITY FOOTBALL FESTIVAL

NATIONAL WELSH HORSE SHOW

NEW YEARS EVE FESTIVAL IN MOOROPNA

SHEPPARTON FESTIVAL

SHEPPARTON SHOW

SOUTHERN SEVEN CUTTING HORSES

SPRING CAR NATIONALS

UNDER 15 AND UNDER 17 NATIONAL ROAD CYCLING CHAMPIONSHIPS

UNDER 19 NATIONAL ROAD CYCLING CHAMPIONSHIPS

VICTORIAN APPALOOSA HORSE CHAMPIONSHIPS

VICTORIAN OPEN BOWLS

VICTORIAN SOFTBALL MASTERS CHAMPIONSHIPS

WORLD CUP SHOWJUMPING QUALIFIER

“

COUNCIL PROVIDED IN KIND AND FUNDING SUPPORT TO MORE THAN 80 EVENTS DURING THE 2011/12 FINANCIAL YEAR INCLUDING \$375,000 IN GRANTS.



COMMUNITY REPORT

FLOOD REPORT

As a result of a severe weather event with unprecedented heavy rainfall during the period from 27 February to 1 March, the City of Greater Shepparton suffered varying levels of flooding throughout the municipality.

The north of the municipality was hardest hit with the Pine Lodge Creek and Congupna Creek bursting the banks and the sheer volume of rain placing significant strain on town and rural drainage networks, channels and levees.

The bulk of rural properties across the north of the municipality through Bunbartha, Cosgrove, Lemnos, Undera and Zeerust areas and the townships of Congupna, Katandra West and Tallygaroopna were particularly impacted with an estimated 250 homes damaged and around 1000 properties affected.

In addition to the immediate emergency response, Council's case management service provided ongoing support to 110 households during and after the event assisting them to access physical, emotional and financial support.

Under the Emergency Management Act 1986 (the Act), the State Emergency Service is the lead agency for emergency response in a flood event.

The primary role of local government is to provide assistance to the SES as directed, to manage Council infrastructure and coordinate key flood relief and recovery support services. Council has a Municipal Emergency Management Plan and, in a major emergency, activates a Municipal Emergency Coordination Centre which is linked with the higher level SES Incident Control Centre.

During the February/March floods, Council's emergency management team, in partnership with Victoria Police, the Country Fire Authority (CFA) and the Victoria State Emergency Service (SES) became involved with a number of mitigation strategies put in place to assist and support communities during and after the event.

Council also provided support to Moira Shire through the provision of relief and recovery functions including operating the Kialla Relief Centre, assisting with staffing the Nathalia Relief Centre and providing emergency case management assistance to Moira residents unable to access other centres.

Council spent approximately \$150,000 on salaries for response, relief and recovery and there has been approximately 220 days of work provided by volunteers.

Infrastructure costs are estimated to be in vicinity of \$1 million with works on roads, bridges and culverts as well as repairs to other Council assets damaged by the floods including recreation reserves, playgrounds, kindergartens and occasional care.

Work continues to support communities post the event in delivering flood mitigation works and a range of recovery supports including the development of integrated emergency management plans and economic development initiatives.

TIMELINE

01 March Council's Municipal Emergency Coordination Centre opens to support existing SES Incident Control Centre. Large scale asset protection begins. Council activates information bulletin and provides regular information to media about relief services. Emergency accommodation provided for livestock and pets at saleyards, animal shelter and Tatura Park facility.

27 Feb Severe weather event hits resulting in flash flooding. An emergency relief centre is on standby in Shepparton based on forecast heavy rain. Road closures begin.

28 Feb Many homes threatened with inundation. Sand bagging begins.

04 March Council hosts first of many flood recovery meetings attended by around 400 people.

05 March Shepparton Emergency Relief Centre closes due to decreased demand. Recovery Manager available 24/7 for emergency assistance. Recovery Centres open in Congupna, Katandra West and Tallygaroopna servicing approximately 400 people with case management, personal support, emergency grant officers and flood information.

29 Feb Further heavy rainfall, properties again under threat. Approximately 300 mm fall in total in hardest hit areas.

08-17 March Council holds second round of flood recovery meeting to provide update on relief, clean up and recovery services. Council produces regular bulletins, fact sheets, media and social media information about support services.

26 March Red Cross Outreach returns. Building advisory service available. Central recovery centre closes after more than 700 visits and more than 1000 hardship grants. Council's emergency case management service remains active with around 100 households still accessing ongoing support at this stage. Free waste drop off for flood affected properties finishes.



THE CITY OF GREATER SHEPPARTON SUFFERED VARYING LEVELS OF FLOODING THROUGHOUT THE MUNICIPALITY DURING THE FEBRUARY 2012 FLOODS.

April Council holds third round of community recovery meetings with a focus on drainage needs.

01

APRIL

May More Red Cross outreach visits held. Emergency funding obtained to provide pump-out of septic tanks for flood affected properties. Environmental Health Officers make contact with 196 property owners concerned about septic tank systems. Subsequently 43 properties have a septic tank pump-out, costing to date \$18,380. Mosquito Control Officer visits Congupna, Tallygaroopna and Katandra West in weeks following the flood.

01

MAY

Areas of poor drainage assessed and treatment applied to drains in some circumstances.

COMMUNITY REPORT

FLOOD REPORT CONT.

Planning

Several days after the floods began Planning Officers went out on the road to assess the flooding and to meet with flood affected landowners. They attended the Recovery Centres at Katandra West, and Congupna.

Planning Officers also attended the community meetings after the floods at Katandra West, Congupna and Tallygaroopna to discuss drainage issues and address any queries from the community.

The Planning Investigations Officer has been working with Councils Development Engineers to address a total of 13 complaints in relation to drainage issues in the farming zone. These investigations are still ongoing.

Engineering/Flood Mitigation Works

A number of community engagement sessions were held in each town to determine engineering solutions to address and mitigate risk associated with floods. Works were completed and future works planned to mitigate the impact of large rain events/flooding in the Congupna, Katandra, Tallygaroopna and Lemnos North Road areas.

Lessons Learned

Key learnings and improvements identified include:

- Formal flood plans for small towns to be developed, incorporating a communications strategy and local knowledge.
- Community information is vital for ensuring community safety and awareness during emergency events. Information and warnings were provided to the community through a variety of outlets, which ensure broad coverage and accessibility for the majority.

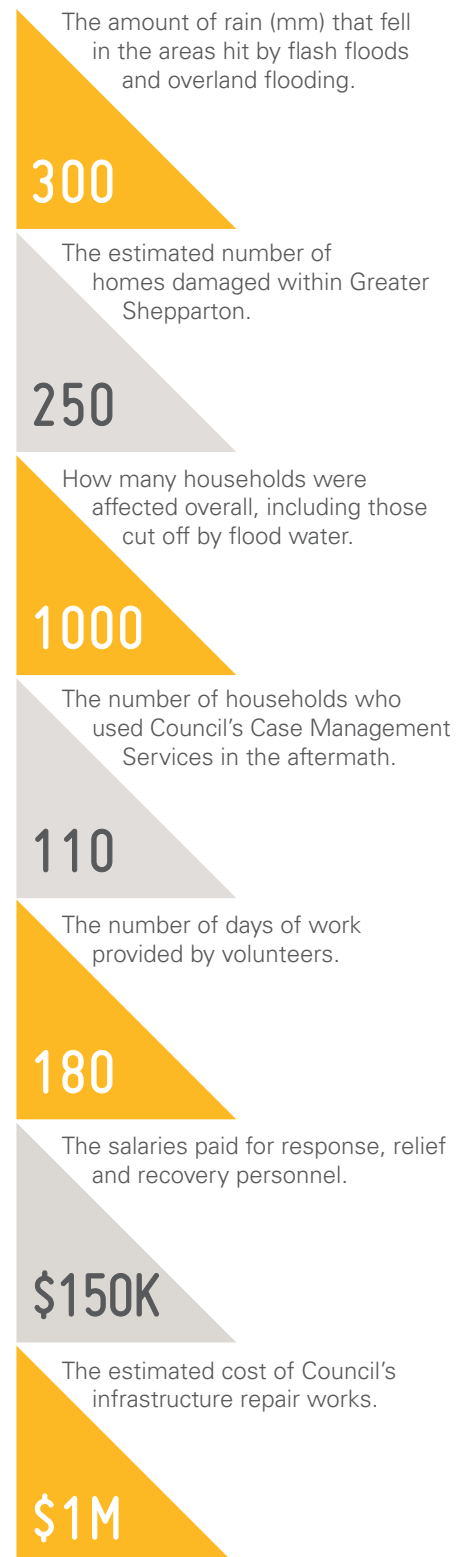
It was acknowledged that there is a need to increase communication and collaboration between SES and Council regarding community meetings, the Municipal Emergency Coordination Centre to liaise with the Incident Control Centre during an event to develop a combined Community Communication Strategy to ensure consistency.

Specifically:

- Improve early notification systems and strategies.
- Community meetings can be planned and delivered more strategically.
- Need to communicate transition in SES priorities so Council can pick up community communications.
- Council Emergency Management Liaison Officer (EMLO) at ICC from the onset of the event to provide local intelligence and coordinate municipal efforts.
- Development of a Vulnerable Persons List.
- Need to have agreed central point in towns to put up all community information, this should be updated regularly.
- Deploy personal support workers earlier, this can help to diffuse emotional pressure earlier and support everyone else to work better.
- Review and update training and skills for Council staff directly relating to the sustainability of surge capacity to enable Council to maintain their role in response, relief and early recovery for the community.
- Engage with Government earlier to ensure that the process and applicability of Federal/State grants and case management requirements are more timely, responsive and structured during relief and recovery phases.
- Victoria Police to develop plans for town evacuations.

It is envisaged that these actions will form the basis of the work plan for the newly appointed Emergency Management Officer positions which commenced 9 July 2012.

FLOOD FIGURES



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FLOODS HAD A MAJOR IMPACT ON OUR
REGION IN FEBRUARY AND MARCH 2012.







05 GOVERNANCE REPORT

A SUMMARY OF COUNCIL ACTIVITIES, COMMITTEES,
ORGANISATIONAL DEVELOPMENT INITIATIVES
AND OTHER COMPLIANCE AND LEGISLATIVE
INFORMATION FOR 2011/12.

GOVERNANCE REPORT

COUNCIL ACTIVITIES

Council meetings

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

There were 12 Ordinary Council Meetings and nine Special Council Meetings in 2011/12.

Weekly briefings are also held as well as a number of special committee meetings.

Council Committees

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

Section 86 Committees

- Arcadia Community Centre Committee of Management
- Ballantyne Centre Committee of Management
- Bunbartha Recreation Reserve and Community Centre Committee of Management
- Caniambo Hall Committee of Management
- Central Park Recreation Reserve Committee of Management
- Congupna Recreation Reserve and Community Centre Committee of Management
- Dhurringile Recreation Reserve and Community Centre Committee of Management
- Dookie Memorial Hall Committee of Management
- Dookie Recreation Reserve and Community Centre Committee of Management
- Harston Hall Committee of Management
- Karramomus Recreation Reserve and Community Centre Committee of Management
- Katandra West Community Facilities Committee of Management
- Kialla District Hall Committee of Management

- Kialla Landfill Site Special Committee
- Kialla West Recreation Reserve Committee of Management
- Lemnos Recreation Reserve Committee of Management
- Murchison Community Centre Committee of Management
- Shepparton Show Me Committee of Management
- Tallygaroopna Memorial Hall Committee of Management
- Tallygaroopna Recreation Reserve Committee of Management
- Toolamba Recreation Reserve Committee of Management

Advisory Committees

Council also has 20 advisory committees with community representatives. Advisory committees provide advice to Council but, unlike a Section 86 committee, have no delegated authority.

- Arts Co-ordinating Group Advisory Committee
- Best Start Municipal Early Years Partnership Committee
- Cussen Park Advisory Committee
- Deakin Reserve Advisory Committee
- Disability Advisory Committee
- Festive Decorations Advisory Committee
- Greater Shepparton Aerodrome Advisory Committee
- Greater Shepparton Municipal Public Health Panel
- Greater Shepparton Safe Communities Advisory Committee
- Greater Shepparton Sustainability and Environment Stakeholder Reference Committee
- Greater Shepparton Tourism Advisory Committee
- Heritage Advisory Committee
- Older Persons Advisory Committee
- Pine Lodge Cemetery Advisory Committee
- RiverConnect Implementation Advisory Committee
- Shepparton Art Museum Advisory Committee
- Shepparton Regional Saleyards Advisory Committee
- Shepparton Showgrounds Advisory Committee
- Tatura Park Advisory Committee
- Women's Charter Alliance Advisory Committee

Audit and Risk Management Committee

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

The committee comprises two Councillors and three external independent people appointed by Council. The membership of the committee at 30 June 2012 is:

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

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

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

The committee met four times during the year with the following activities carried out.

- Financial Statements, Standard Statements and Performance Statement for the year ended 30 June 2011 were considered and recommended 'in principle' adoption to Council.
- Received monthly risk management reports including insurance claims, lawsuits, whistleblower and privacy breaches.
- Received a presentation by the Victoria Auditor General on the management letter for year ended 30 June 2011.
- Received the Victoria Auditor General Acquittal report for the 2010/11 Audit results.
- Received and considered Council's monthly financial reports.
- Received a report on the external Audit Strategy for the year ended 30 June 2012.
- Received Shepparton Show Me audit report.

OTHER COMPLIANCE REPORTS

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

DOCUMENTS AVAILABLE FOR PUBLIC INSPECTION

In accordance with the Local Government (General) Amendment Regulations, the following documents are available for public inspection at Council's Welsford Street office.

- details of current allowances fixed for the Mayor and Councillors under section 74 or 74A of the Act;
- the total annual remuneration for all senior officers in respect of the current financial year and the previous financial year, set out in a list that states:
 - (i) ranges of remuneration of senior officers, where the difference between the lower amount and the higher amount in each range must not exceed \$10,000; and
 - (ii) the number of senior officers whose total annual remuneration falls within the ranges referred to in subparagraph (i).
- details of overseas or interstate travel (with the exception of interstate travel by land for less than three days) undertaken in an official capacity by Councillors or any member of Council staff in the previous 12 months, including the names of the Councillors or members of Council staff and the date, destination, purpose and total cost of the overseas or interstate travel, including accommodation costs;
- names of Council officers who were required to submit a return of interest during the financial year and the dates the returns were submitted;
- names of Councillors who submitted returns of interest during the financial year and the dates the returns were submitted;
- agendas for and minutes of ordinary and special meetings held in the previous 12 months kept under section 93 of the Act except if the minutes relate to parts of meetings which have been closed to members of the public under section 89 of the Act;
- a list of all special committees established by Council and the purpose for which each committee was established;
- a list of all special committees established by the Council which were abolished or ceased to function during the financial year;
- minutes of meetings of special committees established under section 86 of the Act and held in the previous 12 months except if the minutes relate to parts of meetings which have been closed to members of the public under section 89 of the Act;
- a register of delegations kept under sections 87 and 98 of the Act, including the dates on which the last reviews under section 86(6) and 98(6) of the Act took place;
- submissions received in accordance with section 223 of the Act during the previous 12 months;
- agreements to establish regional libraries under section 196 of the Act;
- details of all property, finance and operating leases involving land, buildings, plant, computer equipment or vehicles entered into by the Council as lessor or lessee, including the name of the other party to the lease and the terms and the value of the lease;
- a register of authorised officers appointed under section 224 of the Act;
- a list of donations and grants made by the Council during the financial year, including the names of persons or bodies which have received a donation or grant and the amount of each donation or grant;
- a list of the names of the organisations of which the Council was a member during the financial year and details of all membership fees and other amounts and services provided during that year to each organisation by the Council;
- a list of contracts valued at \$100,000 (or such higher amount as is fixed from time to time under section 186(1) of the Act) or more:
 - (iii) which the Council entered into during the financial year without first engaging in a competitive process; and
 - (iv) which are not contracts referred to in section 186(5) or (5A) of the Act.

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

GOVERNANCE REPORT

LOCAL LAWS

Local Law No 1 Community Living

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

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

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

It regulates the droving and movement of livestock throughout the municipal district, minimises the damage to road surfaces, formations, drainage, native vegetation and surrounding areas arising from livestock and to alert other road users to the presence of livestock on roads in the interests of road safety. It also aims to enhance public safety and community amenity.

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

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

Local Law No 5 Drainage of Land

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

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

FREEDOM OF INFORMATION

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

FREEDOM OF INFORMATION ACTIVITY 2011/12

DESCRIPTION	NUMBER
APPLICATIONS RECEIVED	21
ACCESS GRANTED IN FULL	2
ACCESS GRANTED IN PART	4
NUMBER NOT FINALISED	4
NOT PROCEEDED WITH	9
NO INFORMATION FOUND	1
ACCESS DENIED IN FULL	1

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

WHISTLEBLOWERS PROTECTION ACT

Council is committed to the aims and objectives of the Whistleblowers Protection Act 2001 and does not tolerate improper conduct by its employees, nor the taking of reprisals against those who come forward to disclose such conduct.

Council recognises the value of transparency and accountability in its administrative and management practices, and supports the making of disclosures that reveal corrupt conduct, conduct involving a substantial mismanagement of public resources, or conduct involving a substantial risk to public health and safety or the environment. Council will take all reasonable steps to protect people who make such disclosures from any detrimental action in reprisal for making the disclosure, and will also afford natural justice to the person who is the subject of the disclosure.

Council conducted compulsory Whistleblower training to provide staff with an awareness of the Whistleblower Protection Act and the process surrounding the receipt of a protected disclosure.

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

As at 30 June 2012, Council's Protected Disclosure Officers are the people holding the position of:

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

WHISTLEBLOWER ACTIVITY 2011/12

DESCRIPTION	NUMBER
NUMBER AND TYPE OF DISCLOSURES MADE TO THE COUNCIL DURING THE YEAR	0
NUMBER OF DISCLOSURES REFERRED TO THE OMBUDSMAN FOR DETERMINATION	0
NUMBER AND TYPE OF DISCLOSED MATTERS REFERRED TO THE COUNCIL BY THE OMBUDSMAN FOR INVESTIGATION	0
NUMBER AND TYPE OF DISCLOSED MATTERS REFERRED BY THE COUNCIL TO THE OMBUDSMAN FOR INVESTIGATION	0
NUMBER AND TYPE OF INVESTIGATIONS TAKEN OVER FROM THE COUNCIL BY THE OMBUDSMAN	0
NUMBER OF REQUESTS MADE BY A WHISTLEBLOWER TO THE OMBUDSMAN TO TAKE OVER AN INVESTIGATION BY THE COUNCIL	0
NUMBER AND TYPES OF DISCLOSED MATTERS THAT THE COUNCIL HAS DECLINED TO INVESTIGATE	0
NUMBER AND TYPE OF DISCLOSED MATTERS THAT WERE SUBSTANTIATED UPON INVESTIGATION AND ACTION TAKEN ON COMPLETION OF THE INVESTIGATION	0
ANY RECOMMENDATIONS MADE BY THE OMBUDSMAN THAT RELATE TO THE PUBLIC BODY	0



THE ORCHARDS OF THE REGION CONTRIBUTE NOT JUST TO THE ECONOMY BUT TO GREATER SHEPPARTON'S IDENTITY.

GOVERNANCE REPORT

DISCLOSURE RELATING TO CONTRACTS

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

Procurement was raised in the organisation review and will be investigated in more detail in 2012/13.

CONTINUOUS IMPROVEMENT

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

NATIONAL COMPETITION POLICY COMPLIANCE

Greater Shepparton City Council has a compliance program to ensure it meets the requirements of the National Competition Policy (NCP). This covers Trade Practices, Local Laws and Competitive Neutrality compliance.









06 FINANCIAL SUMMARY

A FINANCIAL SUMMARY FOR 2011/12 AS
WELL AS THE FINANCIAL STATEMENTS, STANDARD
STATEMENTS, CERTIFICATIONS AND AUDIT REPORT.

FINANCIAL SUMMARY

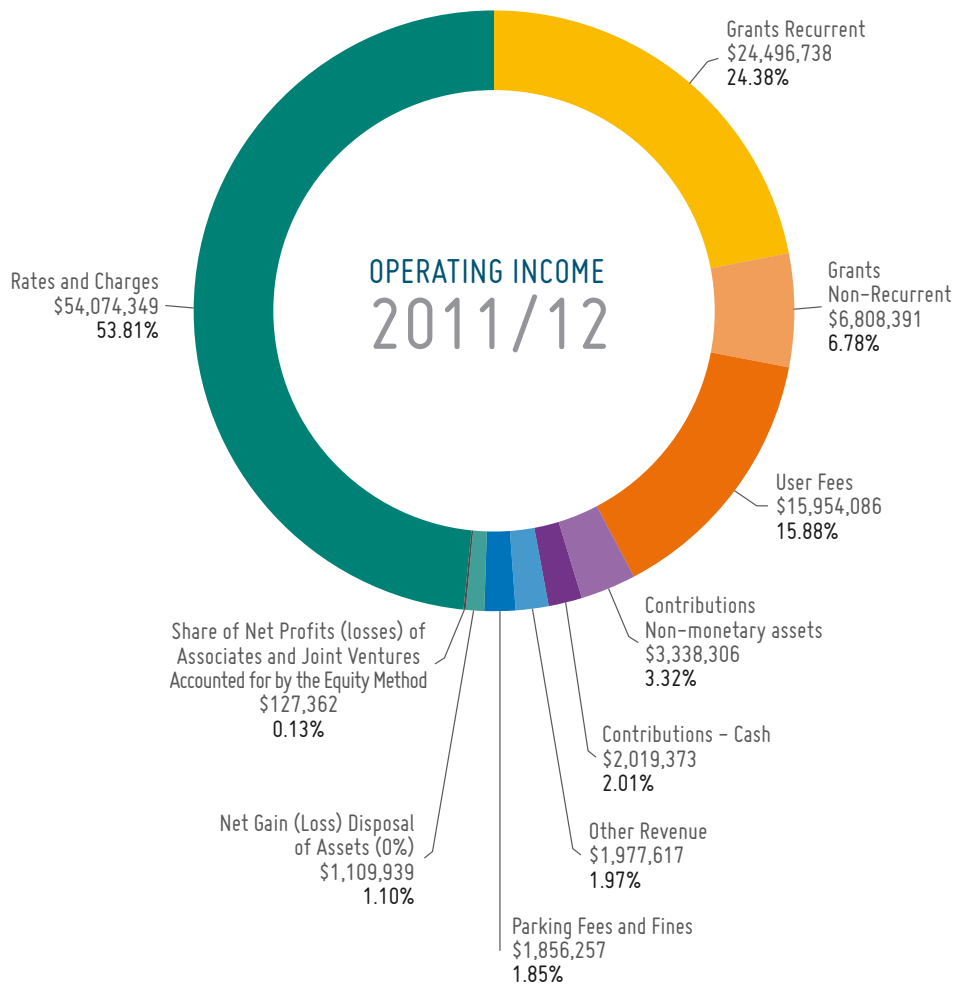
OPERATING INCOME 2011/12

Council is in a sound financial position and returned a net surplus of \$11.43 million. This was primarily due to Council receiving early payments for government grants.

The total value of community assets increased to \$693.94 million.

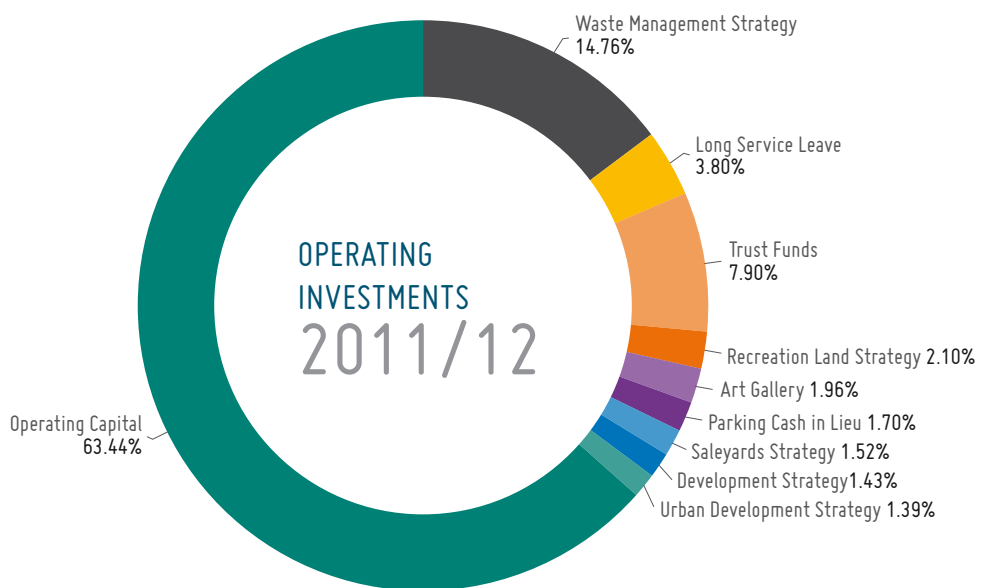
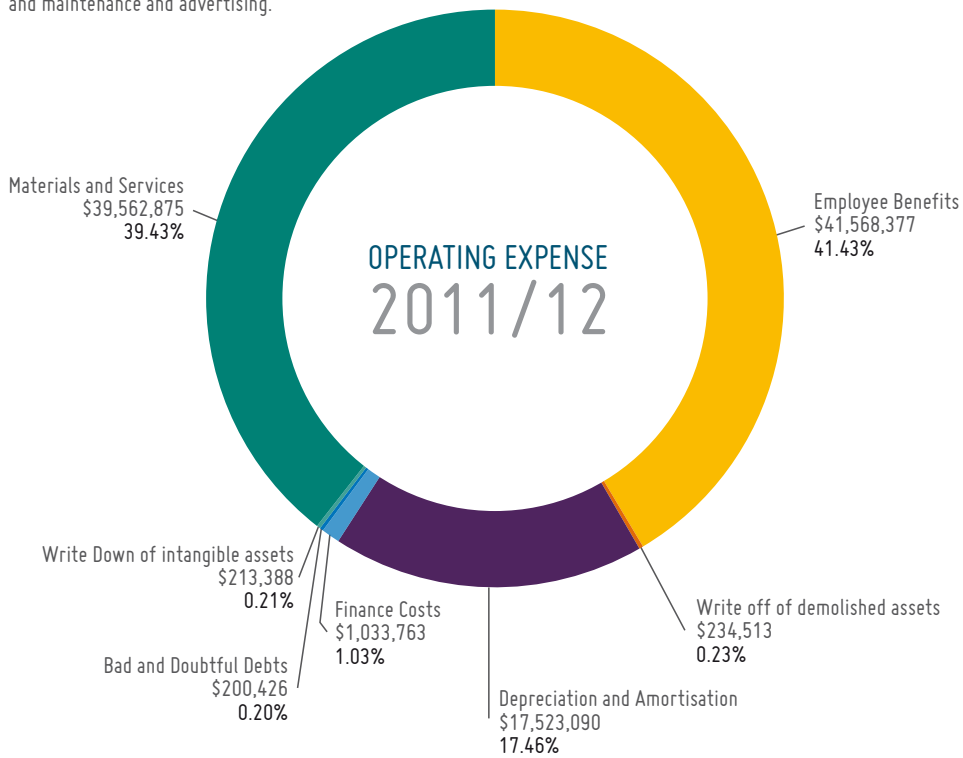
HIGHLIGHTS

- Total Operating Expenses: \$100.34 million.
- Total Operating Revenues (excluding capital): \$100.48 million.
- Capital Works Completed: \$26.18 million.
- Total Capital Revenues: \$11.28 million.
- Borrowings: \$3 million to finalise the GV Link land acquisition.
- Continued prompt payment incentive providing 1.5 per cent discount for ratepayers who pay in full by 23 September.



Employee Benefits consists of wages, superannuation and workcover.

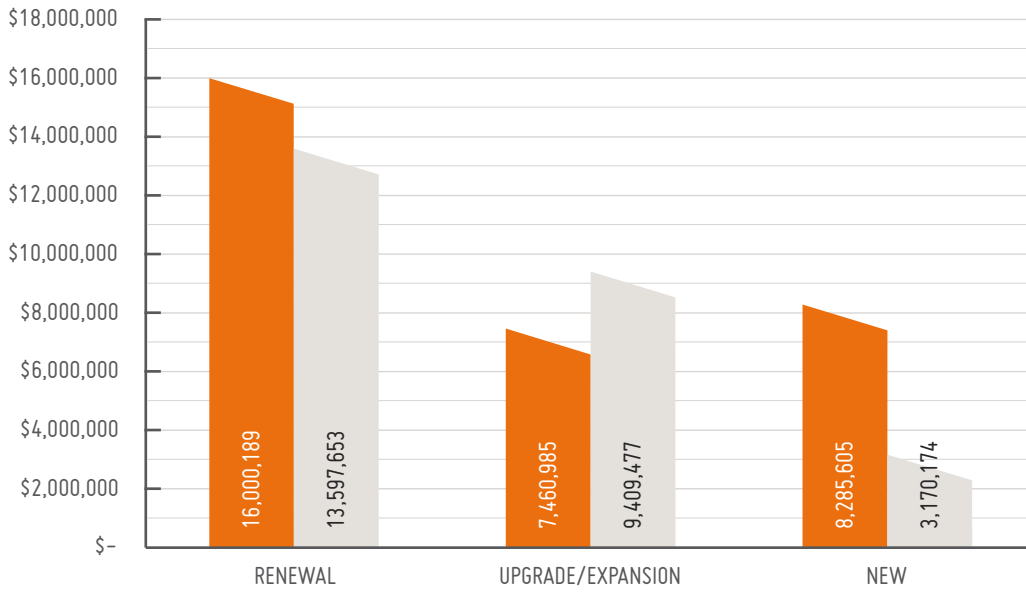
Materials and Services consist of contracts, consultants, utilities, insurance, motor vehicle running costs, repairs and maintenance and advertising.





FINANCIAL SUMMARY

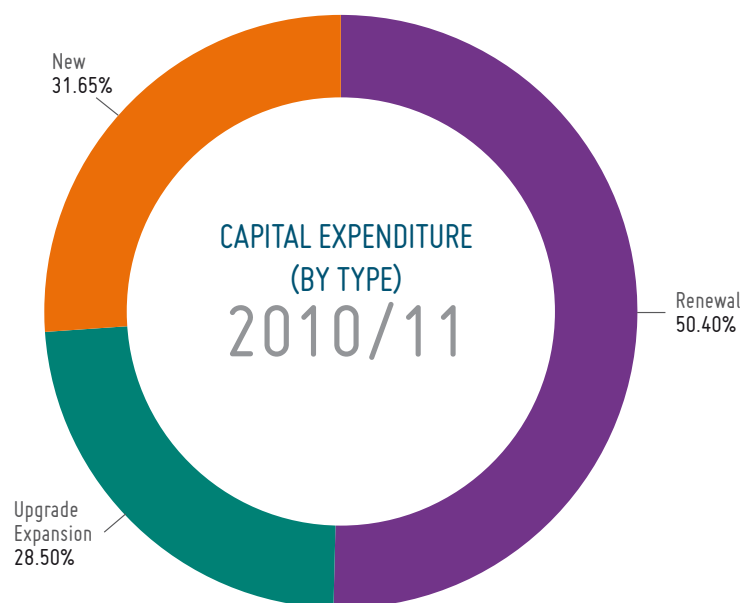
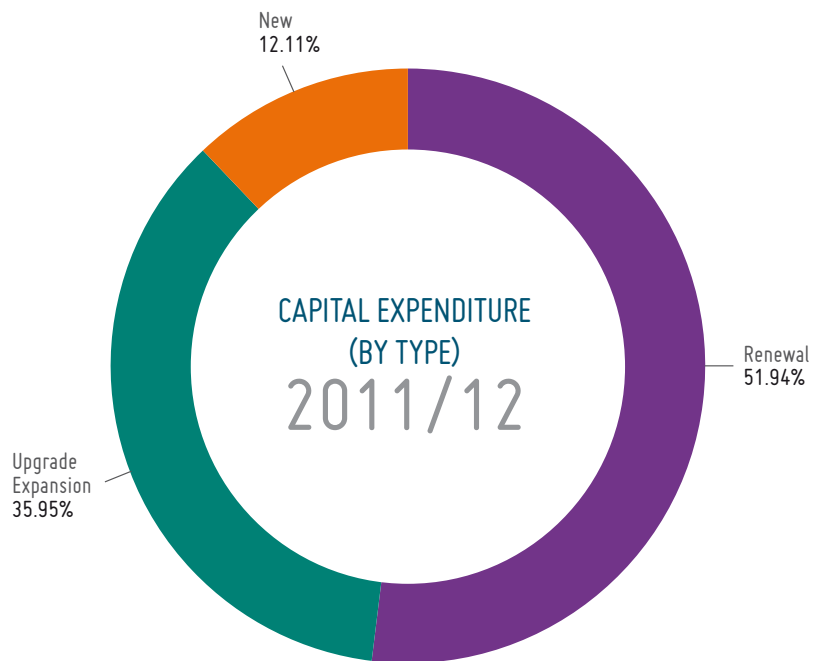
OPERATING INCOME 2011/12



■ 2010-2011
■ 2011-2012



THE PREPARATION OF PLANS FOR THE VAUGHAN STREET REDEVELOPMENT HAS BEEN A HIGHLIGHT OF 2011/12. IMAGE COURTESY LASCORP.





FINANCIAL STATEMENTS

FINANCIAL STATEMENTS

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FINANCIAL STATEMENTS

COMPREHENSIVE INCOME STATEMENT - YEAR ENDED 30 JUNE 2012

	Note	2012 \$	2011 \$
Revenue			
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
Total revenue		<u>111,762,418</u>	<u>99,058,782</u>
Expenses			
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)	-
Total expenses		<u>(100,336,432)</u>	<u>(90,388,871)</u>
Surplus (deficit) for the year		<u>11,425,986</u>	<u>8,669,911</u>
Other comprehensive income			
Net asset revaluation increment(decrement)		1,354,881	13,515,872
Total comprehensive result		<u>12,780,867</u>	<u>22,185,783</u>

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

FINANCIAL STATEMENTS

BALANCE SHEET AS AT 30 JUNE 2012

	Note	2012 \$	2011 \$
Assets			
Current assets			
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
Total current assets		<u>41,757,908</u>	<u>34,774,685</u>
Non-current assets			
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
Total non-current assets		<u>652,184,688</u>	<u>639,560,954</u>
Total assets		<u>693,942,596</u>	<u>674,335,639</u>
Liabilities			
Current liabilities			
Trade and other payables	21	11,039,583	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
Total current liabilities		<u>21,626,901</u>	<u>17,525,810</u>
Non-current liabilities			
Trade and other payables	21	406,257	268,418
Provisions	23	907,758	731,778
Interest-bearing loans and borrowings	25	15,224,794	12,824,518
Total non-current liabilities		<u>16,538,809</u>	<u>13,824,714</u>
Total liabilities		<u>38,165,710</u>	<u>31,350,524</u>
Net Assets		<u>655,776,886</u>	<u>642,985,115</u>
Equity			
Accumulated surplus		295,801,099	284,364,209
Reserves	26	359,975,787	358,620,906
Total Equity		<u>655,776,886</u>	<u>642,985,115</u>

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

FINANCIAL STATEMENTS

STATEMENT OF CHANGES IN EQUITY – YEAR ENDED 30 JUNE 2012

	Note	Total 2012 \$	Accumulated Surplus 2012 \$	Asset Revaluation Reserve 2012 \$
2012				
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	-
Balance at end of the financial year		655,776,886	295,801,099	359,975,787

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

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

FINANCIAL STATEMENTS

CASH FLOW STATEMENT - YEAR ENDED 30 JUNE 2012

	2012	2011
	Inflows/ (Outflows)	Inflows/ (Outflows)
Note	\$	\$
Cash flows from operating activities		
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)
Net cash provided by (used in) operating activities	27 <u>29,714,593</u>	<u>20,280,433</u>
Cash flows from investing activities		
Payments for property, plant and equipment, infrastructure	(25,680,400)	(30,588,708)
Proceeds from sale of assets	1,536,963	482,561
Net cash provided by (used in) investing activities	<u>(24,143,437)</u>	<u>(30,106,147)</u>
Cash flows from financing activities		
Proceeds from Interest-bearing loans and borrowings	3,000,000	9,000,000
Repayment of Interest-bearing loans and borrowings	(294,157)	(81,954)
Net cash provided by (used in) financing activities	<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
Cash and cash equivalents at the end of the financial year	28 <u>36,848,184</u>	<u>28,571,185</u>

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

FINANCIAL STATEMENTS

NOTES TO THE FINANCIAL REPORT – YEAR ENDED 30 JUNE 2012

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

FINANCIAL STATEMENTS

NOTES TO THE FINANCIAL REPORT – YEAR ENDED 30 JUNE 2012

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.

FINANCIAL STATEMENTS

NOTES TO THE FINANCIAL REPORT – YEAR ENDED 30 JUNE 2012

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
Property		
Buildings and Land improvements		
Land improvements	10 to 80 years	
Buildings	60 to 100 years	
Heritage assets		
Heritage assets	40 to 150 years	
Plant and equipment		
Plant, machinery and equipment	5 to 15 years	
Furniture, equipment and computers	3 to 30 years	
Infrastructure		
Roads		
Road pavements and seals	10 to 80 years	10 to 50 years
Road substructure	40 to 80 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.

FINANCIAL STATEMENTS

NOTES TO THE FINANCIAL REPORT – YEAR ENDED 30 JUNE 2012

Note 1

Significant accounting policies (cont.)

(f) Recognition and measurement of assets

Acquisition

The purchase method of accounting is used for all acquisitions of assets, being the fair value of assets provided as consideration at the date of acquisition plus any incidental costs attributable to the acquisition. Fair value is the amount for which the asset could be exchanged between knowledgeable willing parties in an arm's length transaction.

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

Where assets are constructed by Council, cost includes all materials used in construction, direct labour, borrowing costs incurred during construction, and an appropriate share of directly attributable variable and fixed overheads.

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

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

Revaluation

Subsequent to the initial recognition of assets, non-current physical assets, other than plant and equipment, are measured at their fair value, being the amount for which the assets could be exchanged between knowledgeable willing parties in an arms length transaction. At balance date, the Council reviewed the carrying value of the individual classes of assets measured at fair value to ensure that each asset materially approximated its fair value. Where the carrying value materially differed from the fair value at balance date the class of asset was revalued.

FINANCIAL STATEMENTS

NOTES TO THE FINANCIAL REPORT – YEAR ENDED 30 JUNE 2012

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.

FINANCIAL STATEMENTS

NOTES TO THE FINANCIAL REPORT – YEAR ENDED 30 JUNE 2012

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.

FINANCIAL STATEMENTS

NOTES TO THE FINANCIAL REPORT – YEAR ENDED 30 JUNE 2012

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.

FINANCIAL STATEMENTS

NOTES TO THE FINANCIAL REPORT – YEAR ENDED 30 JUNE 2012

	2012	2011
	\$	\$
Note 3		
Rates and charges		
<p>Council uses Capital Improved Value (CIV) as the basis of valuation of all properties within the municipal district. The CIV of a property is the market value of the property which takes into account the land and all improvements fixed to the land.</p> <p>The valuation base used to calculate general rates for 2011/2012 was \$8.432 million (2010/2011 \$8,283 million).</p>		
Residential	24,654,839	21,852,825
Commercial	10,855,989	10,114,683
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	6,451,080
Interest on rates	387,677	387,267
	<u>54,074,349</u>	<u>49,921,586</u>
<p>The date of the last general revaluation of land for rating purposes within the municipal district was 1 January 2010, and the valuation first applied to the rating period commencing 1 July 2010.</p> <p>The date of the next general revaluation of land for rating purposes within the municipal district is 1 January 2012, and the valuation will be applied in the rating year commencing 1 July 2012.</p> <p>Supplementary rates and rate adjustments undertaken after the annual calculation incorporate a number of valuation objections.</p>		
Note 4		
Parking fees and fines		
Infringements and costs	564,025	598,350
PERIN court recoveries	35,927	47,189
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>
Note 5		
User fees		
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>

FINANCIAL STATEMENTS

NOTES TO THE FINANCIAL REPORT - YEAR ENDED 30 JUNE 2012

Note 6

Grants

Grants were received in respect of the following :

Commonwealth Government

Council Organisation and Management

Corporate Services

	2012 \$	2011 \$
	-	520,000
	<u>-</u>	<u>520,000</u>

Community Life

Aged & Disability Services

Children's Services

Other Community Programs

Public Open Space

	897,634	804,088
	18,920	1,817,236
	-	651,531
	33,180	-
	<u>3,083,928</u>	<u>3,272,835</u>

Infrastructure

Roads to Recovery

	1,600,467	1,452,960
	<u>1,600,467</u>	<u>1,452,960</u>

Economic Development

Development Services

Tourism

	192,877	136,443
	-	2,500
	<u>192,877</u>	<u>138,943</u>

Settlement and Housing

Development Facilities

Environmental Health

	-	142,043
	4,107	-
	<u>4,107</u>	<u>142,043</u>

Commonwealth Government Total

	<u>4,881,399</u>	<u>5,526,781</u>
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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	-
	<u>13,405,699</u>	<u>10,059,897</u>

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
	<u>2,136,784</u>	<u>1,435,895</u>

Economic Development

Development Services

Tourism

	271,000	733,802
	-	250,000
	<u>271,000</u>	<u>983,802</u>

Settlement and Housing

Development Facilities

Environmental Health

	2,012,000	10,000
	82,636	86,731
	<u>2,094,636</u>	<u>96,731</u>

FINANCIAL STATEMENTS

NOTES TO THE FINANCIAL REPORT – YEAR ENDED 30 JUNE 2012

Note 6

	2012 \$	2011 \$
Grants (cont)		
<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	137,585
Other Community Programs	589,169	1,426,144
	<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>
State Government Total	<u>26,423,730</u>	<u>20,675,242</u>
Total	<u>31,305,129</u>	<u>26,202,023</u>
Recurrent	24,486,738	20,642,511
Non-recurrent	6,808,391	5,559,512
Total	<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	126,036	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>

FINANCIAL STATEMENTS

NOTES TO THE FINANCIAL REPORT - YEAR ENDED 30 JUNE 2012

	2012	2011
	\$	\$
Note 6		
Grants (cont)		
Grants which were recognised as revenue in prior years and were expended during the current year in the manner specified by the grantor were:		
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	167,601	-
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 Kaieta	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>
Note 7		
Contributions		
(a) Cash		
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) Non-monetary assets		
Developer contributions - Non-monetary assets	3,338,306	2,212,480
	<u>3,338,306</u>	<u>2,212,480</u>
Total	<u>5,357,679</u>	<u>4,389,623</u>
Note 8		
Other revenue		
Interest	1,257,286	1,257,590
Rent	720,331	723,146
	<u>1,977,617</u>	<u>1,980,736</u>
Note 9		
Employee benefits		
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	781,623
	<u>41,568,377</u>	<u>34,231,623</u>
* Additional call to meet obligations in relation Defined Benefit Plan - \$5,831,820 (incl Contribution Tax):		

FINANCIAL STATEMENTS

NOTES TO THE FINANCIAL REPORT – YEAR ENDED 30 JUNE 2012

		2012	2011
		\$	\$
Note 10	Materials and services		
	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	1,428,671
	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>
Note 11	Bad and doubtful debts		
	Parking infringement debtors	120,696	100,221
	Other Debtors	79,730	10,639
		<u>200,426</u>	<u>110,860</u>
Note 12	Depreciation		
	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	1,216,452
	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	1,287,688
	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>
Note 13	Write off demolished assets		
	Old Search & Rescue Building	218,400	-
	Undera Wayside Stop Toilets	16,113	-
		<u>234,513</u>	<u>-</u>

FINANCIAL STATEMENTS

NOTES TO THE FINANCIAL REPORT - YEAR ENDED 30 JUNE 2012

Note 14

Net gain(loss) on disposal of assets

Plant and equipment

Proceeds from sale of assets	460,502	314,622
Written down value of assets sold	(389,897)	(323,408)
Net gain(loss) on sale of plant and equipment	70,605	(8,784)

Intangibles

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	-	-

Land and buildings

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)

Summary

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)

Note 15

Investment in associates

Goulburn Valley Regional Library Corporation

Background

Investment percentage 61.76% in 2011/2012 (51.15% in 2010/2011)

Council's share of accumulated surplus(deficit)

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)

Movement in carrying value of specific investment

Carrying value of investment at start of year	1,093,015	923,680
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

FINANCIAL STATEMENTS

NOTES TO THE FINANCIAL REPORT – YEAR ENDED 30 JUNE 2012

	2012 \$	2011 \$
Note 15		
Cash and cash equivalents		
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.		
Note 17		
Trade and other receivables		
Current		
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>
Total	<u>4,124,877</u>	<u>5,563,684</u>
Note 18		
Intangible assets		
Current		
Right to receive revenue	52,339	65,331
	<u>52,339</u>	<u>65,331</u>
Non-current		
Right to receive revenue	1,157,661	1,371,049
Total	<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.		
Note 19		
Write down of intangible assets		
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

FINANCIAL STATEMENTS

NOTES TO THE FINANCIAL REPORT - YEAR ENDED 30 JUNE 2012

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	292,866,776	293,469,354
Less accumulated depreciation	70,924,425	68,105,898
	<u>221,944,351</u>	<u>225,363,456</u>
Total	<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
	<u>19,749,421</u>	<u>20,474,613</u>
Total Land	<u>123,917,431</u>	<u>116,666,149</u>
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
	<u>104,923,479</u>	<u>107,590,525</u>
Total Buildings	<u>109,700,089</u>	<u>107,590,525</u>

FINANCIAL STATEMENTS

NOTES TO THE FINANCIAL REPORT – YEAR ENDED 30 JUNE 2012

Note 20	2012 \$	2011 \$
Property, plant and equipment, infrastructure		
Heritage assets (cont)		
at independent valuation as at 30 June 2011	3,935,122	3,935,122
Less accumulated depreciation	1,223,069	1,196,202
	<u>2,712,053</u>	<u>2,738,920</u>
Total Heritage	<u>2,712,053</u>	<u>2,738,920</u>
Total Property	<u>236,329,573</u>	<u>226,995,594</u>
<p>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.</p> <p>Land under roads is valued at deemed cost. Deemed cost is based on council valuations at date acquired for acquisitions since 1 July 2008, adjusting for englobo (undeveloped and/or unserviced) characteristics, access rights and private interests of other parties and entitlements of infrastructure assets and services.</p>		
Plant and Equipment		
Plant, Machinery and Equipment		
at cost	12,555,862	12,267,259
Less accumulated depreciation	7,333,733	7,230,105
	<u>5,222,119</u>	<u>5,037,154</u>
Furniture, Equipment and Computers		
at cost	20,302,605	19,253,020
Less accumulated depreciation	14,323,023	13,142,201
	<u>5,979,582</u>	<u>6,110,819</u>
Art Collection and Regalia		
at cost	120,806	367,559
at independent valuation as at 30 June 2008	84,395	12,929,616
at independent valuation as at 30 September 2011	14,532,541	-
	<u>14,737,742</u>	<u>13,297,175</u>
Total Plant and Equipment	<u>25,939,443</u>	<u>24,445,148</u>
<p>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.</p>		
Infrastructure		
Roads		
at cost	29,150,571	20,576,529
Less accumulated depreciation	1,191,227	293,188
	<u>27,959,344</u>	<u>20,283,341</u>
at Council valuation as at 30 June 2009	421,058,497	421,058,497
Less accumulated depreciation	169,273,992	161,667,123
	<u>251,784,505</u>	<u>259,391,374</u>
Bridges		
at cost	1,669,653	433,918
Less accumulated depreciation	18,458	3,786
	<u>1,651,195</u>	<u>430,132</u>
at Council valuation as at 30 June 2009	10,452,747	10,452,747
Less accumulated depreciation	2,812,822	2,705,802
	<u>7,639,925</u>	<u>7,746,945</u>

FINANCIAL STATEMENTS

NOTES TO THE FINANCIAL REPORT - YEAR ENDED 30 JUNE 2012

Note 20

Property, plant and equipment, Infrastructure

Footpaths (cont)

	2012 \$	2011 \$
at cost	1,931,150	1,305,806
Less accumulated depreciation	81,196	11,357
	<u>1,889,954</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	4,435,666
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	436,120	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>

FINANCIAL STATEMENTS

NOTES TO THE FINANCIAL REPORT – YEAR ENDED 30 JUNE 2012

	2012 \$	2011 \$
Note 20		
Property, plant and equipment, infrastructure		
Naturestrip Trees (cont)		
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>
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
Total Works in progress	<u>5,542,317</u>	<u>6,803,339</u>
Total Property, Plant and Equipment, Infrastructure	<u>649,795,746</u>	<u>637,086,890</u>

FINANCIAL STATEMENTS

NOTES TO THE FINANCIAL REPORT - YEAR ENDED 30 JUNE 2012

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.L.P	Balance at end of financial year
	\$	\$	\$	\$	\$	\$	\$	\$
Property								
Land	94,559,396	3,862,930	-	-	-	-	529,149	98,951,477
Land under roads	1,632,138	-	-	-	-	826,485	-	2,458,623
Land improvements	20,473,666	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
Plant and equipment								
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
Infrastructure								
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
Works in progress								
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
Total property, plant and equipment, infrastructure	637,096,890	26,177,304	1,354,881	(17,523,090)	(648,545)	3,338,306	-	649,795,746

FINANCIAL STATEMENTS

NOTES TO THE FINANCIAL REPORT – YEAR ENDED 30 JUNE 2012

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
	\$	\$	\$	\$	\$	\$	\$	\$
Property								
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
Total Land	96,328,535	3,166,995	14,475,034	(1,056,970)	-	817,449	2,934,359	116,665,402
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
Total Buildings	94,926,982	8,064,831	(959,162)	(2,535,487)	-	-	10,833,028	110,330,192
Total Property	191,255,517	11,231,826	13,515,872	(3,592,457)	-	817,449	13,767,387	226,995,594
Plant and equipment								
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
Total Plant and equipment	24,521,991	2,817,628	-	(2,761,271)	(323,406)	-	190,206	24,445,148
Infrastructure								
Infrastructure	374,411,205	13,826,447		(12,559,049)		1,395,031	1,779,175	378,852,809
Total Infrastructure	374,411,205	13,826,447	-	(12,559,049)	-	1,395,031	1,779,175	378,852,809
Works in progress								
Works in progress	18,669,229	3,870,878					(15,736,768)	6,803,339
Total Works in progress	18,669,229	3,870,878	-	-	-	-	(15,736,768)	6,803,339
Total property, plant and equipment, infrastructure	608,857,942	31,746,779	13,515,872	(18,912,777)	(323,406)	2,212,460	-	637,096,890

FINANCIAL STATEMENTS

NOTES TO THE FINANCIAL REPORT - YEAR ENDED 30 JUNE 2012

Note 21

Trade and other payables

Current

Trade payables	727,005	2,108,670
Cosgrove landfill	101,816	94,991
Payroll deductions	242,851	-
Other payables	(87,710)	131,002
Defined Benefits Superannuation - GSCC	5,631,820	-
Accrued expenses	4,423,801	5,410,263
	<u>11,039,583</u>	<u>7,744,926</u>

Non-current

Cosgrove landfill	166,602	268,418
Defined Benefits Superannuation - GVRLC	239,655	-
	<u>406,257</u>	<u>268,418</u>
Total	11,445,840	8,013,344

Note 22

Trust funds and deposits

Refundable building deposits	9,179	(2,258)
Refundable contract deposits	381,929	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>

Note 23

Provisions

	Annual leave	Long service leave	Total
	\$	\$	\$
2012			
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>
2011			
Balance at beginning of the financial year	2,185,272	4,998,800	7,184,072
Additional provisions	2,137,746	870,617	3,008,363
Amounts used	(1,814,241)	(356,160)	(2,170,401)
Balance at the end of the financial year	<u>2,508,777</u>	<u>5,513,257</u>	<u>8,022,034</u>

	2012 \$	2011 \$
(a) Employee benefits		
Current		
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>
Non-current		
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.

FINANCIAL STATEMENTS

NOTES TO THE FINANCIAL REPORT - YEAR ENDED 30 JUNE 2012

		2012	2011
		\$	\$
Note 24	Income received in advance		
	Other	24,500	-
	Lease payments	162,006	158,614
	Aquatic memberships	60,861	59,423
		<u>247,367</u>	<u>218,037</u>

Note 25	Interest bearing loans and borrowings		
	Current		
	Borrowings - secured	<u>389,095</u>	<u>83,528</u>
	Non-current		
	Borrowings - secured	<u>15,224,794</u>	<u>12,824,518</u>
	Total	<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>

Note 26	Reserves			
		Balance at beginning of reporting period	Increment (decrement)	Balance at end of reporting period
	Asset revaluation reserve	\$	\$	\$
	2012			
	Property			
	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>
	Infrastructure			
	Infrastructure	268,060,212	-	268,060,212
		<u>268,060,212</u>	<u>-</u>	<u>268,060,212</u>
	Total Asset revaluation reserve	<u>358,620,906</u>	<u>1,354,881</u>	<u>359,975,787</u>
	2011			
	Property			
	Land	47,386,655	14,579,760	61,966,415
	Land Improvements	101,307	(396)	100,911
	Buildings	19,081,618	(1,063,492)	18,018,126
	Other - incl Artwork & Regalia	10,475,242	-	10,475,242
		<u>77,044,822</u>	<u>13,515,872</u>	<u>90,560,694</u>
	Infrastructure			
	Infrastructure	268,060,212	-	268,060,212
		<u>268,060,212</u>	<u>-</u>	<u>268,060,212</u>
	Total Asset revaluation reserve	<u>345,105,034</u>	<u>13,515,872</u>	<u>358,620,906</u>

FINANCIAL STATEMENTS

NOTES TO THE FINANCIAL REPORT – YEAR ENDED 30 JUNE 2012

	2012	2011
	\$	\$
Note 27		
Reconciliation of cash flows from operating activities to surplus(deficit)		
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)	(125,058)
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>
Note 28		
Reconciliation of cash and cash equivalents		
Cash and cash equivalents (note 16)	36,848,184	28,571,185
	<u>36,848,184</u>	<u>28,571,185</u>
Note 29		
Financing arrangements		
Unused facilities	470,000	470,000
	<u>470,000</u>	<u>470,000</u>
Note 30		
Restricted assets		
Council has cash and cash equivalents (note 16) that are subject to restrictions. As at the reporting date, Council had restrictions relating to Grant Funding and to employee entitlements (Long Service Leave).		
Current		
Long service leave (note 16)	1,300,000	5,289,996
Grants (note 6)	10,317,656	1,803,340
	<u>11,617,656</u>	<u>7,093,336</u>
Non-current		
Land and buildings on crown land	52,233,676	53,164,365
	<u>52,233,676</u>	<u>53,164,365</u>

FINANCIAL STATEMENTS

NOTES TO THE FINANCIAL REPORT – YEAR ENDED 30 JUNE 2012

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 \$406 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).

Fund	2012 \$	2011 \$
Defined benefit plans		
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
	5,937,292	1,332,196
Accumulation funds		
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
	2,691,472	2,421,875

FINANCIAL STATEMENTS

NOTES TO THE FINANCIAL REPORT – YEAR ENDED 30 JUNE 2012

Note 32

Commitments

The Council has entered into the following commitments:

	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
	\$	\$	\$	\$	\$
2012					
Operating					
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	969,000	-	-	1,949,000
Total	6,983,823	2,600,768	1,135,555	-	10,720,146
Capital					
Construction	335,000	-	-	-	335,000
Information Technology	125,453	-	-	-	125,453
Planning	7,800	-	-	-	7,800
Total	468,253	-	-	-	468,253
Total	7,452,076	2,600,768	1,135,555	-	11,188,399
2011					
Operating					
Waste Management	3,675,405	3,985,570	2,632,227	-	10,493,202
Recreational Services	-	-	-	-	-
Community	111,279	19,099	57,297	-	187,675
Aged and Disability Services	2,411,311	2,507,763	671,065	-	5,590,139
Maintenance of Council Property	125,453	-	-	-	125,453
Saleyards	462,504	231,252	-	-	693,756
Consultancies	302,436	69,728	320,582	-	692,746
Administrative Services	-	-	-	-	-
Total	7,288,388	6,813,412	3,681,171	-	17,782,971
Capital					
Construction	750,916	-	-	-	750,916
Plant and equipment	-	-	-	-	-
Planning	764,749	-	-	-	764,749
Roads	-	-	-	-	-
Waste Management	2,519,000	-	-	-	2,519,000
Total	4,034,665	-	-	-	4,034,665
Total	11,323,053	6,813,412	3,681,171	-	21,817,636

FINANCIAL STATEMENTS

NOTES TO THE FINANCIAL REPORT – YEAR ENDED 30 JUNE 2012

	2012	2011
	\$	\$
Note 33		
Operating leases		
(a) Operating lease commitments		
At the reporting date, the Council had the following obligations under non-cancellable operating leases for the lease of equipment and land and buildings for use within Council's activities (these obligations are not recognised as liabilities):		
Not later than one year	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 the 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.	

FINANCIAL STATEMENTS

NOTES TO THE FINANCIAL REPORT – YEAR ENDED 30 JUNE 2012

Note 35

Financial instruments

(a) Accounting policy, terms and conditions

Recognised financial instruments			
Financial instruments	Note	Accounting Policy	Terms and Conditions
Financial assets			
Cash and cash equivalents	16	Cash on hand and at bank and money market call account are valued at face value.	On call deposits returned a floating interest rate of 4.23% (4.40% in 2010/2011). The interest rate at balance date was 3.40% (4.65% in 2010/2011).
		Investments and bills are valued at cost.	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.
		Investments are held to maximise interest returns of surplus cash. Interest is recognised as it accrues.	
Trade and other receivables	17	Receivables are carried at nominal amounts due less any provision for doubtful debts. A provision for doubtful debts is recognised when collection in full is no longer probable. Collectibility of overdue accounts is assessed on an ongoing basis.	General debtors are unsecured. Credit terms are based on 30 days.
Financial liabilities			
Trade and other payables	21	Liabilities are recognised for amounts to be paid in the future for goods and services provided to Council as at balance date whether or not invoices have been received.	General Creditors are unsecured, not subject to interest charges and are normally settled within 30 days of invoice receipt.
Interest-bearing loans and borrowings	25	Loans are carried at their principal amounts, which represent the present value of future cash flows associated with servicing the debt. Interest is accrued over the period it becomes due and recognised as part of payables.	Borrowings are secured by way of mortgages over the general rates of the Council. The weighted average interest rate on borrowings is 8.01% during 2011/2012 (7.97% in 2010/2011).
Trust funds and deposits	22	Funds held on behalf of third parties for various refundable deposits and are carried at nominal value.	Refundable to third party when deposit conditions are met.
Bank facility	29	Facilities are recognised at the principal amount. Interest is charged as an expense as it accrues.	The facility is subject to annual review.

FINANCIAL STATEMENTS

NOTES TO THE FINANCIAL REPORT – YEAR ENDED 30 JUNE 2012

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
	\$	\$	\$	\$	\$	\$
Financial assets						
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
Total financial assets	2,677,180	34,163,064	-	-	1,967,697	38,807,941
Weighted average interest rate	4.88%					
Financial liabilities						
Trade and other payables	-	101,816	406,257	-	10,937,767	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
Total financial liabilities	-	490,911	2,288,511	13,342,540	12,988,515	29,110,477
Weighted average interest rate	8.01%					
Net financial assets (liabilities)	2,677,180	33,672,153	(2,288,511)	(13,342,540)	(11,020,818)	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
	\$	\$	\$	\$	\$	\$
Financial assets						
Cash and cash equivalents	2,008,324	26,554,081	-	-	8,780	28,571,185
Trade and other receivables	-	-	-	-	3,096,303	3,096,303
Total financial assets	2,008,324	26,554,081	-	-	3,105,083	31,667,488
Weighted average interest rate	5.64%					
Financial liabilities						
Trade and other payables	-	91,991	268,417	-	7,652,936	8,013,344
Trust funds and deposits	-	-	-	-	2,189,064	2,189,064
Interest-bearing loans and borrowings	-	83,528	997,619	11,826,899	-	12,908,046
Total financial liabilities	-	175,519	1,266,036	11,826,899	9,842,000	23,110,454
Weighted average interest rate	7.97%					
Net financial assets (liabilities)	2,008,324	26,378,562	(1,266,036)	(11,826,899)	(6,736,917)	8,557,034

FINANCIAL STATEMENTS

NOTES TO THE FINANCIAL REPORT – YEAR ENDED 30 JUNE 2012

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
	\$	\$	\$	\$
(1) Financial assets				
Cash and cash equivalents	36,848,184	26,571,185	36,848,184	26,571,185
Trade and other receivables	1,959,757	3,096,303	1,959,757	3,096,303
Total financial assets	38,807,941	31,667,488	38,807,941	31,667,488
(2) Financial liabilities				
Trade and other payables	11,445,840	8,013,344	11,445,840	8,013,344
Trust funds and deposits	2,060,748	2,189,064	2,060,748	2,189,064
Interest-bearing loans and borrowings	15,613,889	12,908,046	15,613,889	12,908,046
Total Financial liabilities	29,110,477	23,110,454	29,110,477	23,110,454
Net Financial Assets	9,697,464	8,557,034	9,697,464	8,557,034

(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.

FINANCIAL STATEMENTS

NOTES TO THE FINANCIAL REPORT – YEAR ENDED 30 JUNE 2012

(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%		2%	
		Profit	Equity	Profit	Equity
2012	\$'000	\$'000	\$'000	\$'000	\$'000
Financial assets:					
Cash and cash equivalents	36,840,244	(368,402)	(368,402)	736,805	736,805
Financial liabilities:					
Interest-bearing loans and borrowings	15,613,889	156,139	156,139	(312,278)	(312,278)
2011	\$'000	\$'000	\$'000	\$'000	\$'000
Financial assets:					
Cash and cash equivalents	28,562,405	(285,624)	(285,624)	571,248	571,248
Financial liabilities:					
Interest-bearing loans and borrowings	12,908,046	129,080	129,080	(258,161)	(258,161)

Note 36

Auditors remuneration

	2012	2011
	\$	\$
Audit fee to conduct external audit - Victorian Auditor-General	62,304	58,740
Internal audit fees - Pitches Partners Consulting	99,949	100,714
	<u>162,253</u>	<u>159,454</u>

FINANCIAL STATEMENTS

NOTES TO THE FINANCIAL REPORT – YEAR ENDED 30 JUNE 2012

Note 37

Related party transactions

(i) Responsible Persons

Names of persons holding the position of a Responsible Person at the Council at any time during the year are:

Councillors	Michael Poian (Mayor) Kevin Ryan Jenny Houlihan Chris Hazelman Milvan Muto Cherie Crawford Geoff Dobson
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*** Chief Executive Officer** 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	5	6
\$20,000 – \$29,999	1	-
\$30,000 – \$39,999	1	1
\$40,000 – \$49,999	-	-
\$50,000 – \$59,999	1	1
\$70,000 – \$79,999	-	-
\$120,000 – \$129,999	-	-
\$290,000 – \$299,999	1	1
	<u>8</u>	<u>8</u>
	\$	\$
Total remuneration for the reporting year for Responsible Persons included above amounted to:	<u>341,801</u>	<u>494,815</u>

* 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.

(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).

FINANCIAL STATEMENTS

NOTES TO THE FINANCIAL REPORT – YEAR ENDED 30 JUNE 2012

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>1,998,251</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 Centrepont 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 Mulo is secretary of the board of the Shepparton Hotel. Their were no transactions for the financial year (\$0 in 2010/11).

FINANCIAL STATEMENTS

NOTES TO THE FINANCIAL REPORT – YEAR ENDED 30 JUNE 2012

Note 38

Revenue, expenses and assets by functions/activities

2012	Community Life	Economic Development	Infrastructure	Environment	Settlement & Housing	Council Organisation and Management	Total
	\$	\$	\$	\$	\$	\$	\$
REVENUE							
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
TOTAL	18,372,579	4,785,555	11,468,691	12,246,149	7,207,635	67,461,593	121,542,202
EXPENSES	34,936,665	6,892,598	26,975,677	11,065,843	5,946,189	24,299,244	110,116,216
TOTAL	34,936,665	6,892,598	26,975,677	11,065,843	5,946,189	24,299,244	110,116,216
SURPLUS(DEFICIT) FOR THE YEAR	(16,564,086)	(2,107,043)	(15,506,986)	1,180,306	1,261,446	43,162,349	11,425,986
ASSETS ATTRIBUTED TO FUNCTIONS/ACTIVITIES*	167,241,161	32,961,119	362,810,122	72,769,764	15,167,029	42,993,401	693,942,596

2011	Community Life	Economic Development	Infrastructure	Environment	Settlement & Housing	Council Organisation and Management	Total
	\$	\$	\$	\$	\$	\$	\$
REVENUE							
Grants (note 6)	11,129,997	1,122,745	2,888,855	241,755	238,773	10,579,897	26,202,022
Other	7,143,008	3,400,721	8,225,797	10,228,964	3,599,467	49,992,985	82,590,942
TOTAL	18,273,005	4,523,466	11,114,652	10,470,719	3,838,240	60,572,882	108,792,964
EXPENSES	32,367,314	6,385,860	28,109,874	10,043,667	5,378,947	17,837,391	100,123,053
TOTAL	32,367,314	6,385,860	28,109,874	10,043,667	5,378,947	17,837,391	100,123,053
SURPLUS(DEFICIT) FOR THE YEAR	(14,094,309)	(1,862,394)	(16,995,222)	427,052	(1,540,707)	42,735,491	8,669,911
ASSETS ATTRIBUTED TO FUNCTIONS/ACTIVITIES*	163,515,712	26,805,094	360,636,234	71,575,397	15,263,187	36,540,015	674,335,639

*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
Salesyards
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

FINANCIAL STATEMENTS

NOTES TO THE FINANCIAL REPORT – YEAR ENDED 30 JUNE 2012

Note 39	Financial ratios (Performance indicators)	2012	2011	2010
	(a) Debt servicing ratio (to identify the capacity of Council to service its outstanding debt)			
	<u>Debt servicing costs</u>	$\frac{1,033,763}{111,762,418} = 0.92\%$	$\frac{483,500}{99,058,782} = 0.49\%$	$\frac{0}{94,257,643} = 0.00\%$
	Total revenue			
	Debt servicing costs refer to the payment of interest on loan borrowings, finance lease, and bank overdraft.			
	The ratio expresses the amount of interest paid as a percentage of Council's total revenue.			
	(b) Debt commitment ratio (to identify Council's debt redemption strategy)			
	<u>Debt servicing & redemption costs</u>	$\frac{1,327,920}{54,074,349} = 2.46\%$	$\frac{565,454}{49,921,586} = 1.13\%$	$\frac{0}{45,814,785} = 0.00\%$
	Rate revenue			
	The strategy involves the payment of loan principal and interest, finance lease principal and interest.			
	The ratio expresses the percentage of rate revenue utilised to pay interest and redeem debt principal.			
	(c) Revenue ratio (to identify Council's dependence on non-rate income)			
	<u>Rate revenue</u>	$\frac{54,074,349}{111,762,418} = 48.38\%$	$\frac{49,921,586}{99,058,782} = 50.40\%$	$\frac{45,814,785}{94,257,643} = 48.61\%$
	Total revenue			
	The level of Council's reliance on rate revenue is determined by assessing rate revenue as a proportion of the total revenue of Council.			
	(d) Debt exposure ratio (to identify Council's exposure to debt)			
	<u>Total indebtedness</u>	$\frac{34,814,962}{254,481,173} = 1 : 8.8$	$\frac{23,871,464}{233,196,534} = 1 : 9.8$	$\frac{18,735,120}{223,346,553} = 1 : 11.9$
	Total realisable assets			
	For the purposes of the calculation of financial ratios, realisable assets are those assets which can be sold and which are not subject to any restriction on realisation or use.			
	Any liability represented by a restricted asset (note 30) is excluded from total indebtedness.			
	The following assets are excluded from total assets when calculating Council's realisable assets:			
	Land and buildings on Crown land; restricted assets; heritage assets; total infrastructure assets; and Council's investment in associate.			
	This ratio enables assessment of Council's solvency and exposure to debt. Total indebtedness refers to the total liabilities of Council. Total liabilities are compared to total realisable assets which are all Council assets not subject to any restriction and are able to be realised. The ratio expresses the multiple of total liabilities for each dollar of realisable assets.			
	(e) Working capital ratio (to assess Council's ability to meet current commitments)			
	<u>Current assets</u>	$\frac{41,757,808}{21,626,901} = 1.9 : 1$	$\frac{34,774,685}{17,525,810} = 2.0 : 1$	$\frac{35,445,106}{20,926,204} = 1.7 : 1$
	Current liabilities			
	The ratio expresses the level of current assets the Council has available to meet its current liabilities.			

FINANCIAL STATEMENTS

NOTES TO THE FINANCIAL REPORT – YEAR ENDED 30 JUNE 2012

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"> * simplifying the classifications of financial assets into those carried at amortised cost and those carried at fair value; * removing the tainting rules associated with held-to-maturity assets; * simplifying the requirements for embedded derivatives; * removing the requirements to separate and fair value embedded derivatives for financial assets carried at amortised cost; * allowing an irrevocable election on initial recognition to present gains and losses on investments in equity instruments that are not held for trading in other comprehensive income. Dividends in respect of these investments that are a return on investment can be recognised in profit or loss and there is no impairment or recycling on disposal of the instrument; * reclassifying financial assets where there is a change in an entity's business model as they are initially classified based on: <ol style="list-style-type: none"> a. the objective of the entity's business model for managing the financial assets; and b. the characteristics of the contractual cash flows. 	Applicable for annual reporting periods commencing on or after 1 January 2013.	These changes are expected to provide some simplification in the accounting for and disclosure of financial instruments
AASB 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, 138]	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

FINANCIAL STATEMENTS

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: 18/9/2012

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: 18/9/2012



C Hazelman (Deputy Mayor)
COUNCILLOR

Date: 18/9/2012

A close-up photograph of a cylindrical object, possibly a pipe or a piece of machinery, showing significant weathering and peeling paint. The object is painted in alternating bands of bright blue and off-white. The white paint is heavily cracked and chipped, revealing a dark, textured material underneath. The blue paint also shows signs of wear and cracking. The background is a blurred, bright blue sky.

06 STANDARD STATEMENTS

STANDARD STATEMENTS FOR 2011/12.

STANDARD INCOME STATEMENTS

YEAR ENDED 30 JUNE 2012

	Budget	Variances		Note	Actuals
	2011/2012	\$	%		2011/2012
	\$	\$	%		\$
Revenue					
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
Total Revenue	99,478,000	13,171,763	13.2		112,649,763
Expenses					
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
Total Expenses	94,823,000	6,400,777	6.8		101,223,777
Net surplus(deficit) from operations	4,655,000	6,770,986	145.5		11,425,986

STANDARD BALANCE SHEET

YEAR ENDED 30 JUNE 2012

	Budget 2011/2012		Variances		Note	Actuals 2011/2012	
	\$	\$	\$	%		\$	\$
Current Assets							
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	\$	-
Total assets	\$ 26,493,000	\$ 15,264,908		57.62%		\$	41,757,908
Non Current Assets							
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
Total Non Current Assets	\$ 677,767,000	-\$ 25,582,312		-3.77%		\$	652,184,688
TOTAL ASSETS	\$ 704,260,000	-\$ 10,317,404		-1.46%		\$	693,942,596
Current Liabilities							
Payables	\$ 11,371,000	-\$ 331,417		-2.91%		\$	11,039,583
Interest Bearing Liabilities	\$ 384,000	\$ 5,095		1.33%		\$	389,095
Trust Funds	\$ 2,386,000	-\$ 335,252		-14.05%	14	\$	2,050,748
Employee Benefits	\$ 6,473,000	\$ 1,427,108		22.05%	15	\$	7,900,108
Other	\$ 335,000	-\$ 87,633		-26.16%	16	\$	247,367
Total Current Liabilities	\$ 20,949,000	\$ 677,901		3.24%		\$	21,626,901
Non Current Liabilities							
Payables	\$ 363,000	\$ 43,257		11.92%	17	\$	406,257
Employee Benefits	\$ 711,000	\$ 196,758		27.67%	18	\$	907,758
Interest Bearing Liabilities	\$ 15,231,000	-\$ 6,206		-0.04%		\$	15,224,794
Total Non Current Liabilities	\$ 16,305,000	\$ 233,809		1.43%		\$	16,538,809
TOTAL LIABILITIES	\$ 37,254,000	\$ 911,710		2.45%		\$	38,165,710
NET ASSETS	\$ 667,006,000	-\$ 11,229,114		-1.68%		\$	655,776,886
Represented By:							
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
TOTAL EQUITY	\$ 667,006,000	-\$ 11,229,114		-1.68%		\$	655,776,886

STANDARD CASH FLOW STATEMENTS

YEAR ENDED 30 JUNE 2012

	Budget	Variances		Note	Actuals
	2011/2012	\$	%		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
Net cash inflow/(outflow) from customers/suppliers	- 2,955,000	949,546	-32.13%		- 2,005,454
Interest received	1,477,000	- 192,630	-13.04%	19	1,284,370
Government receipts	21,433,000	9,869,040	46.05%	20	31,302,040
Other	- 1,160,000	293,637	-25.31%	21	- 866,363
Net cash inflow/(outflow) from operating activities	18,795,000	10,919,593	58.10%		29,714,593
Cash inflows from investing activities					
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%	22	- 25,680,400
Net cash inflow/(outflow) from investing activities	- 31,421,000	7,277,563	-23.16%		- 24,143,437
Cash inflows from financing activities					
Proceeds from interest bearing loans and borrowings	3,000,000	-	0.00%		3,000,000
Repayment of interest bearing loans and borrowings	- 293,000	- 1,157	0.39%		- 294,157
Net cash inflow/(outflow) from financing activities	2,707,000	- 1,157	-0.04%		2,705,843
Net increase/(decrease) in cash and cash equivalents	- 9,919,000	18,195,999	-183.45%		8,276,999
Cash and cash equivalents at the beginning of the year	30,446,000	- 1,874,815	-6.16%		28,571,185
Cash and cash equivalents at the end of the year	20,527,000	16,321,184	79.51%		36,848,184

STANDARD CAPITAL WORKS STATEMENT

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
Total capital works	32,935,000	- 6,757,696	-20.52%		\$ 26,177,304

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
Total capital works	32,935,000	- 6,757,696	-20.52%		\$ 26,177,304

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%	23	26,177,304
Asset revaluation movement	16,000,000	- 14,645,119	-91.53%	24	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%	25	- 871,589
Contributed Assets	3,000,000	338,305	11.28%	26	3,338,305
Net movement in property, plant and equipment, infrastructure	33,100,000	- 20,624,189	-62.31%		12,475,811

NOTES ACCOMPANYING THE STANDARD STATEMENTS

YEAR ENDED 30 JUNE 2012

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.

2. EXPLANATION OF MATERIAL VARIANCES

NOTE	ITEM	EXPLANATION
STANDARD INCOME STATEMENT - INCOME		
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.

NOTES ACCOMPANYING THE STANDARD STATEMENTS

YEAR ENDED 30 JUNE 2012

- | | | |
|---|----------------|--|
| 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 \$688k 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 | Trust funds | Holdings are down in line with incompleting capital works program. |
| 15 | 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. |
| 16 | Other | Timing difference Tax and Deductions. |

STANDARD BALANCE SHEET - NON-CURRENT LIABILITIES

- | | | |
|----|-------------------|---|
| 17 | Payables | Includes \$5.63m Unfunded Superannuation liability. |
| 18 | Employee Benefits | Falling interest rates have affected the discount rate applied to provisions. |



NOTES ACCOMPANYING THE STANDARD STATEMENTS

YEAR ENDED 30 JUNE 2012

CASH FLOW STATEMENT

19	Interest Received	Timing issue in interest received \$194k.
20	Government Receipts	As per Notes 1 & 2.
21	Other	Timing of interest payments.
22	Payments PP&E	Capital Works program incomplete by \$6.8m.

PROPERTY PLANT AND EQUIPMENT RECONCILIATION

23	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.
24	Asset revaluation	Some planned asset revaluations did not go ahead this year. The Art collection was revalued.
25	Written down value of assets sold	More property was sold than anticipated.
26	Contributed Assets	More contributed assets were received than anticipated.

CERTIFICATION OF THE STANDARD STATEMENTS

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*.



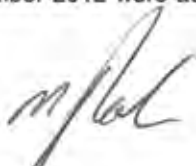
G Cator
PRINCIPAL ACCOUNTING OFFICER
and CHIEF EXECUTIVE OFFICER

Date: 18/9/2012

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: 18/9/2012



C Hazelman (Deputy Mayor)
COUNCILLOR

Date: 18/9/2012





06 INDEPENDENT AUDITOR'S REPORT

VICTORIAN AUDITOR GENERAL'S OFFICE
REPORT 2011/12.

INDEPENDENT AUDITOR'S REPORT

To the Councillors, Greater Shepparton City Council

The Financial Report and Standard Statements

The accompanying financial report for the year ended 30 June 2012 of Greater Shepparton City Council which comprises the comprehensive income statement, balance sheet, statement of changes in equity, cash flow statement, notes comprising a summary of the significant accounting policies and other explanatory information, and the certification of the financial report has been audited.

The accompanying standard statements for the year ended 30 June 2012 of the Council which comprises the standard income statement, standard balance sheet, standard cash flow statement, standard capital works statement, the related notes and the certification of the standard statements have been audited.

The Councillors' Responsibility for the Financial Report and Standard Statements

The Councillors of the Greater Shepparton City Council are responsible for the preparation and the fair presentation of:

- the financial report in accordance with Australian Accounting Standards, and the financial reporting requirements of the *Local Government Act 1989*
- the standard statements in accordance with the basis of preparation as described in Note 1 to the statements and the requirements of the *Local Government Act 1989*.

The Councillors are responsible for such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of the financial report and standard statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

As required by the *Audit Act 1994* and the *Local Government Act 1989*, my responsibility is to express an opinion on the financial report and standard statements based on the audit, which has been conducted in accordance with Australian Auditing Standards. Those standards require compliance with relevant ethical requirements relating to audit engagements and that the audit be planned and performed to obtain reasonable assurance whether the financial report and standard statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial report and standard statements. The audit procedures selected depend on judgement, including the assessment of the risks of material misstatement of the financial report and standard statements, whether due to fraud or error. In making those risk assessments, consideration is given to the internal control relevant to the entity's preparation and fair presentation of the financial report and standard statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating:

- the appropriateness of the accounting policies used in the financial report
- the reasonableness of accounting estimates made by the Councillors
- the overall presentation of the financial report and standard statements.

Independent Auditor's Report (continued)

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Independence

The Auditor-General's independence is established by the *Constitution Act 1975*. The Auditor-General is not subject to direction by any person about the way in which his powers and responsibilities are to be exercised. In conducting the audit, the Auditor-General, his staff and delegates complied with all applicable independence requirements of the Australian accounting profession.

Opinion

In my opinion:

- (a) the financial report presents fairly, in all material respects, the financial position of Greater Shepparton City Council as at 30 June 2012 and of its financial performance and its cash flows for the year then ended in accordance with applicable Australian Accounting Standards, and the financial reporting requirements of the *Local Government Act 1989*.
- (b) the standard statements present fairly, in all material respects, in accordance with the basis of preparation as described in Note 1 to the statements and comply with the requirements of the *Local Government Act 1989*.

Basis of Accounting for Standard Statements

Without modifying my opinion, I draw attention to Note 1 to the standard statements, which describes the basis of accounting. The standard statements are prepared to meet the requirements of the *Local Government Act 1989*. As a result, the standard statements may not be suitable for another purpose.

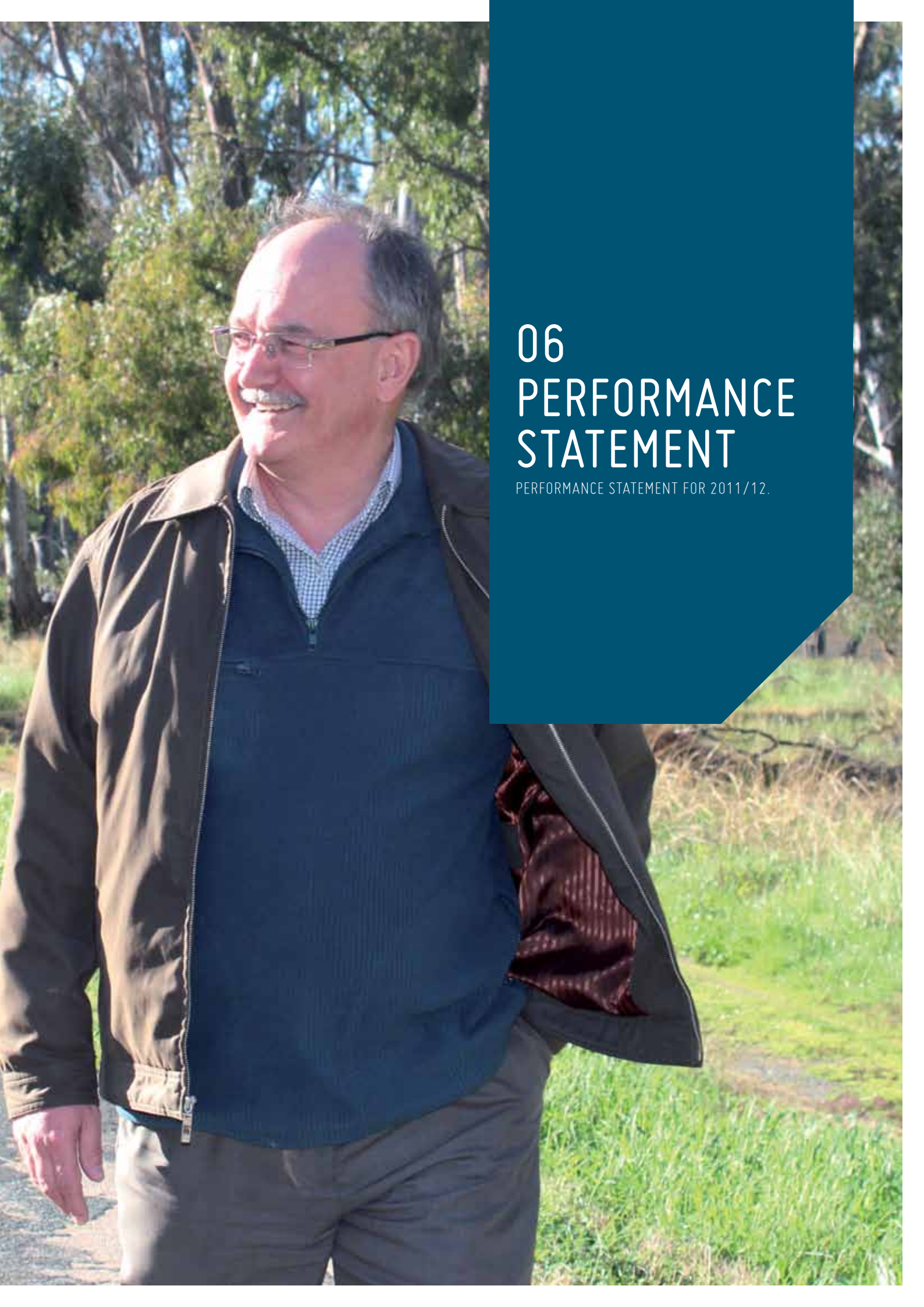
Matters Relating to the Electronic Publication of the Audited Financial Report and Standard Statements

This auditor's report relates to the financial report and standard statements of the Greater Shepparton City Council for the year ended 30 June 2012 included both in the Greater Shepparton City Council's annual report and on the website. The Councillors of the Greater Shepparton City Council are responsible for the integrity of the Greater Shepparton City Council's website. The auditor's report refers only to the subject matter described above. It does not provide an opinion on any other information which may have been hyperlinked to/from these statements. If users of the financial report and standard statements are concerned with the inherent risks arising from publication on a website, they are advised to refer to the hard copy of the audited financial report and standard statements to confirm the information contained in the website version of the financial report and standard statements.

MELBOURNE
21 September 2012


D D R Pearson
Auditor-General





06 PERFORMANCE STATEMENT

PERFORMANCE STATEMENT FOR 2011/12.

PERFORMANCE STATEMENT

YEAR ENDED 30 JUNE 2012

INTRODUCTION TO THE PERFORMANCE STATEMENT

Council is required under Section 127 of the Local Government Act 1986 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 Target is Reported	Target Met	Comments
Settlement and Housing					
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	Redevelopment plans for Vaughan/Maude Street precinct have been prepared. Extended retail trading hour promotion held in the CBD on Saturday's over the summer. The Showgrounds continue to be redeveloped in accordance with the masterplan. The following items have not been included in a Report to Council. A draft activity centre zone has been drafted to implement the design guidelines proposed in the CBD Strategy. Stage 1 of Queens Gardens masterplan has been implemented.
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	Housing Working Group established. Implementation plan has been developed. BBRC funding has been secured. Housing Strategy incorporated into Greater Shepparton Planning Scheme and preparation progressing with implementation and/or preparation/revision of five growth corridors. Investigation progressing into numerous residential proposals. An Annual Report is being prepared to present consolidated information regarding Housing Strategy.
Community Life					
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	Receipt 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	Not Met	Based on Currents Assets of \$41,757,908 and Current Liabilities of \$21,626,901, Council's result shows a 1.9 : 1 Working Capital Ratio. This includes the Unfunded Defined Benefits liability.
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	A report has not been made to Council. Works completed in 2011/12 include: - Installation of Undera Town Entry Signs. - Stage 1 Landscaping of Shepparton Southern town entry. - Design and Consultation for landscaping of Shepparton Northern and Eastern town entries. - Design and consultation for town entry signs at Toolamba and Murchison. - Update to Tatura town entry signs.

CERTIFICATION OF THE PERFORMANCE STATEMENT

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.



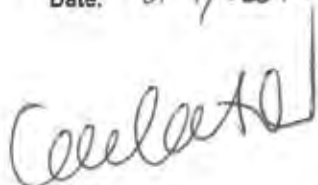
M Polan (Mayor)
COUNCILLOR

Date: 18/9/2012



C Hazelman (Deputy Mayor)
COUNCILLOR

Date: 18/9/2012



G Cator
CHIEF EXECUTIVE OFFICER

Date: 18/9/2012

INDEPENDENT AUDITOR'S REPORT

To the Councillors, Greater Shepparton City Council

The Performance Statement

The accompanying performance statement for the year ended 30 June 2012 of the Greater Shepparton City Council which comprises the statement, the related notes and the certification of the performance statement has been audited.

The Councillors' Responsibility for the Performance Statement

The Councillors of the Greater Shepparton City Council are responsible for the preparation and fair presentation of the performance statement in accordance with the *Local Government Act 1989*. This responsibility includes establishing and maintaining internal controls relevant to the preparation and fair presentation of the performance statement that is free of material misstatement, whether due to fraud or error.

Auditor's Responsibility

As required by the *Local Government Act 1989*, my responsibility is to express an opinion on the performance statement based on the audit, which has been conducted in accordance with Australian Auditing Standards. These Standards require compliance with relevant ethical requirements relating to audit engagements and that the audit be planned and performed to obtain reasonable assurance whether the performance statement is free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the performance statement. The audit procedures selected depend on judgement, including the assessment of the risks of material misstatement of the performance statement, whether due to fraud or error. In making those risk assessments, consideration is given to the internal control relevant to the entity's preparation and fair presentation of the performance statement in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the overall presentation of the performance statement.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Independence

The Auditor-General's independence is established by the *Constitution Act 1975*. The Auditor-General is not subject to direction by any person about the way in which his powers and responsibilities are to be exercised. In conducting the audit the Auditor-General, his staff and delegates complied with all applicable independence requirements of the Australian accounting profession.

Independent Auditor's Report (continued)

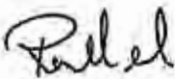
Auditor's Opinion

In my opinion, the performance statement of the Greater Shepparton City Council in respect of the 30 June 2012 financial year presents fairly, in all material respects, in accordance with the *Local Government Act 1989*.

Matters Relating to the Electronic Publication of the Audited Performance Statement

This auditor's report relates to the performance statement of the Greater Shepparton City Council for the year ended 30 June 2012 included both in the Greater Shepparton City Council's annual report and on the website. The Councillors of the Greater Shepparton City Council are responsible for the integrity of the Greater Shepparton City Council's website. I have not been engaged to report on the integrity of the Greater Shepparton City Council's website. The auditor's report refers only to the subject matter described above. It does not provide an opinion on any other information which may have been hyperlinked to/from this statement. If users of the performance statement are concerned with the inherent risks arising from publication on a website, they are advised to refer to the hard copy of the performance statement to confirm the information contained in the website version of the performance statement.

MELBOURNE
21 September 2012


D D R Pearson
Auditor-General



CONTACT US

GREATER SHEPPARTON CITY COUNCIL

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8.15am to 5pm weekdays

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Email: council@shepparton.vic.gov.au

Web: www.greatershepparton.com.au

Twitter: @GreaterShepp

Facebook: Greater Shepparton City Council

National Relay Service (NRS) Greater Shepparton City Council is NRS friendly.

If you are deaf, hearing-impaired, or speech-impaired, we ask that you call us via the National Relay Service:

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

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

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

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

Interpreter service available.



GREATER
SHEPPARTON

Greater Shepparton City Council - Transition Management Plan

Item No	TRIM Project Plan Ref	Issue	Action	Measure	Outcome	Degree Difficulty	Actual Project Complete %	Comments
TP1	M12/41739	Implement the new Organisational structure in your Directorate/department including the orderly transfer of documents and methodology from on directorate to another	Meet with all Directorate staff and then each department. Request each manager to develop an implementation plan regarding this transition plan, documents and seating etc.	Timeliness of implementation, understanding of all in the department of the transitional plan and their involvement. Efficiency of implementation in Directorate/department.	New structure implemented within each department.	Medium	100	Completed
TP2		Review the functional charts as they relate to your individual Directorate/department and provide feedback	Meet with all Directorate staff and then each Manager with their department. Request each manager to examine the functional charts as provided by CT Management and make appropriate amendments for completion of charts	Efficiency of implementation in Directorate/department.	Feedback to Director	Medium	100	Completed
TP3	M12/39812	Review all staff delegations and provide a training program for staff on exercising delegations.	Desktop audit and make necessary amendments of all of the current delegations as previously resolved by council. Examine all other delegations and appointment letters such as CCP coordinators, Whistleblower coordinator etc as required under other legislative instruments	Delegates authorised to make decisions on behalf of Council.	All delegations correctly in place.	Medium	100	Completed Training for all staff with delegations completed.
TP4	M12/39984	Immediately place Budgetary control directly with the Department Manager and revise Chart of Accounts based on new organisation structure.	Revise responsible officer and implementation a new chart of accounts for the newly formed Council Departments	New cost centre responsibilities allocated	Responsibility for Budget accountability allocated. Revised expenditure delegations per employee, where applicable.	Medium	100	No plan required. As at 2/10/2012 TP4 has been implemented. While there are still changes being made due to some departments structures not yet being finalised, they are now just being done as part of the day-to-day database maintenance and no longer fall under the Transition Plan.
TP5	M12/51526	Review the office layout to ensure that employee location/efficiency is maximised.	Review, revise and implement a new setting layout for the Welsford St and Doyles Road Complex based on new organisation structure.	Completion of the review and the smooth transition and implementation of the new seating arrangements.	Improved efficiency.	High		This project relies on completion of TP1 & TP2 prior to proceeding Prepare implementation plan Plan Prepared
TP5A	M12/51526	Review the office layout to ensure that employee location/efficiency is maximised. Actual Seating Plan Implementation	Review, revise and implement a new setting layout for the Welsford St and Doyles Road Complex based on new organisation structure.	New seating arrangement implemented	All staff moved to their new location.	High		This project relies on completion of TP5 prior to proceeding. The new seating plan has been prepared. Building work is currently underway and being managed by John Gribben.
TP6	M12/43128	Review staff PDs with HR to ensure that they align with the new organisational structure	Review all staff PDs with HR to ensure that they are of a consistent layout and align with the new organisational structure	Completion of the review of all Position Descriptions that are consistent and more accurately reflect key roles and responsibilities.	Alignment with new organisation structure	High		Plan completed
TP7		Develop work plans for each manager in accordance with your transitional management plan.	Meet with Manager and Transition Manager to develop work plans from the transitional plan.	Completed work plans that contains actions, measures and milestone dates.	Work Plan approved by EXECUTIVE.	High		In progress. Work Plans for each department will be collated and TRIM Reference included. Mike Freeman has a copy of the Transition Plan
TP8	M12/42449	Undertake a further review of the provision of customer service across the organisation	Work with the Organisational Improvement team to develop Terms of Reference and objectives, actions, milestones and commence the review of customer service. Examine the best location for customer services and the need for a customer service manager within the organisational structure.	Completion of the review, which covers the of issues raised in the Organisation Scan issues paper, together with implementation of any recommendations agreed to by the CEO	Approval of Terms of Reference by EXECUTIVE.	High		Plan Prepared
TP9	M12/48830	Undertake a further review of the provision of recreational planning for the organisation	Work with the Organisational Improvement team to develop Terms of Reference and objectives, actions, milestones and commence the review of council's recreational planning	Completion of the review, which covers the of issues raised in the Organisation Scan issues paper, together with implementation of any recommendations agreed to by the CEO	Approval of Terms of Reference by EXECUTIVE.	High		In Progress
TP10	M12/43302	Undertake a further review of the provision of a centralised booking system for the organisation	Work with the Organisational Improvement team to develop Terms of Reference and objectives, actions, milestones and commence the examination of a centralised booking system for the organisation that will provide a seamless process for the community.	Completion of the review, which covers the of issues raised in the Organisation Scan issues paper, together with implementation of any recommendations agreed to by the CEO	Approval of Terms of Reference by EXECUTIVE.	High		Timetable Required and Risk Assessment needs to be completed Linked to TP86
TP11	M12/51352	Undertake a further review of the provision of a the plant and fleet services for the organisation	Work with the Organisational Improvement team to develop Terms of Reference and objectives, actions, milestones and commence the examination of plant and fleet including ordering, plant hire rates as well as the plant fleet council owns or leases.	Completion of the review, which covers the of issues raised in the Organisation Scan issues paper, together with implementation of any recommendations agreed to by the CEO				Plan Prepared Timetable Required
TP12	M12/41112	Undertake a further review of the provision of the environment and regulatory service department.	Work with the Organisational Improvement team to develop Terms of Reference and objectives, actions, milestones and commence the examination of the Environment and Regulatory Services department including the separation of the department into two departments.	Completion of the review, which covers the of issues raised in the Organisation Scan issues paper, together with implementation of any recommendations agreed to by the CEO				Plan Prepared Draft report to be provided to Executive on 15/10/12
TP13		Undertake further review of Assets Group					100	Linked to TP32 Plan Prepared No further review is required at this stage
TP14	M12/42538	Develop a comprehensive Strategic Resource Plan that provide clear articulated and transparent finance and resource allocation and undertake a structured strategic on the "capacity" of organisation to deliver	Review Wodonga, Moira and LGS template and draft chapters as well as provide new chapters on Asset management, community development and developer contribution plans for Executive consideration. Present a chapter or two to Council at each briefing and request input as to the strategies the Council wishes to establish as well as presenting the options via the LTFP were applicable to show impacts of the council	A forward program of consultation is adopted by executive, commence the review and the completion of the comprehensive SRP that provides strategies and policies that provide outcomes in accordance with Council and State Prudential Guidelines	New SRP is prepared as a draft to enable presentation to the newly elected council.	High	60	Plan Prepared. See also TP90. As at 2/10/2012 SRP developed 80% and LTFP populated 60%

Greater Shepparton City Council - Transition Management Plan

Item No	TRIM Project Plan Ref	Issue	Action	Measure	Outcome	Degree Difficulty	Actual Project Complete %	Comments
TP15		Commence a discussion with Council regarding priority and strategic areas, (including Council Plan) to develop a forward programmed agenda for briefings and Council meetings.	Develop a forward agenda for EXECUTIVE and briefings with the objective of providing a program for discussions with council. The forward planning agenda is aimed at unearthing where Council may want to participate and provides time for any necessary cross functional teams to be developed in response to an issue.	The forward agenda is adopted by executive and discussion has commenced with Council.	Improved resource planning and 100 per cent compliance to planned timetable.	Low		
TP16	M12/43957	Ensure that within the budget preparation that there is clear and transparent linkages to the Council Plan and Strategic Resource Plan.	Examine the 2012/13 budget documentation to ensure that the KSA's are reflective of the council plan strategies and that they are both achievable and measurable.	Examination has taken place and the KSA's as detailed in the budget are responding to Council Plan strategies and are measurable	An improved alignment between Council Plan and Budget.	Medium		Plan Prepared As at 2/10/2012 - Now managed by Corporate Performance. Schedule prepared and Status being updated.
TP17		Review Council's project delivery processes across organisation	Develop and advise the services, systems and processes to ensure all major Council projects are managed and delivered on time and within budget in accordance with "client" expectations.	Completion of the review, approval by executive and implementation of the revised project delivery process	All major Council projects delivered through the project delivery department.	High		
TP18		Rebrand Organisational Improvement Team (Business Excellence) with a focus to drive department development of service reviews and develop a timetable and commence service planning for all Council services.	Develop an agreed corporate approach to defining levels of service, identifying unit costs, methods of community consultation and design a process to ensure engagement of the Council in the required decisions. Engage with the Organisational Improvement Team (OIT) with agreed Terms of Reference to firstly define methodology for service planning at GSCC. Design appropriate template(s) for corporate usage and commence organisational service planning	the proposed service planning methodology and processes is adopted by executive, council briefed and the service planning process has commenced.	Improved level of service /reduction in unit costs/meeting agreed community expectations.	High		
TP19	M12/41739	Implement the separation of Assets, Parks and Recreation and Operations (resources) including providing direct budgetary and management control to the respective Managers.	Ensure the transition to the Works- Roads department, Fleet and Buildings, and Works-Parks department in the Infrastructure directorate is managed and all staff are clear on reporting lines and accountabilities. Ensure Position Descriptions are amended, reporting lines are clear and systems for scheduling, payroll, incident reporting etc. are in place. Develop Business Plans for each department.	Smooth transition and minimal disruption to workforce and community.	Improved operational performance, updated Position Descriptions with clear accountabilities for all employees.	Medium	100	Completed Resolved as part of TP1 and TP9
TP20	n/a	Engage with the HRCC in the development of employee procedures and directives. Review and rationalise all Human Resource Policies.	People Performance department in conjunction with the HRCC to a timetable for, and commence the review, of all HR policies and directives. Work with a cross functional team to undertake rationalisation and review of all current "Human Resources" policies detailing improvements that will strengthen the issues of Policy and Process Management. Report to Executive.	Timetable for the review adopted by executive and commencement of the timetabled policies and directives. All reviews completed within targeted timelines. Cross functional team formed. Development and Improvement of Human Resource Policies that strengthen Policy and Process Management issues. Report to Executive on the process as well as the recommended policies for adoption. Improved suitable Human Resource policies for access by employees.	updated list of policies and directives	Medium		No Plan Required Merged with TP72
TP21		Establish the Cultural Liveability Department by centralising the operations Riverlinks, SAM, Events and Festivals and Tourism and Library and ensure that the relationship maximising the benefits of all facilities to the community.	Establish the Cultural Liveability department by consulting with teams and individuals and resolve any issues that may exist. Develop a Cultural Liveability Business Pan for the department that details the improved cross utilisation of facilities and services.	Completion of a business plan measures related to the Council Plan and other council strategies. Increased number of events where facilities are cross utilised. Improved utilisation of SAM and Riverlinks.	Establishment of the Cultural Liveability department with Business Plan and individual role clarity, which provides improved community usage, visitation at lower costs to council.	Medium		Department has been established. New manager is currently being appointed
TP22		Make the Web site (content) development and amendments the responsibility of the Communications Branch.	Review of Council web site to ensure that it provides an easy to use both from the customer lens as well as intern to the organisation. Research on how Councils internationally are using their web sites and integrating with social media etc	Proposal to redevelop/improve the Council web site is adopted by executive. Website developed and launched.	Proposal presented to the Council EXECUTIVE and briefing	Medium		No Plan Required Discussion to take place between Communications and Marketing and Information Services regarding how this is to be progressed
TP23		Transfer the Grants Officer to Investment attraction.	Review Position Description and advise all Council employees of the Grant's officers role, how they can utilise and work with the Grant's Officer. Develop a priority listing for the Grants Officer based on the Council Plan and the Budget 2012/13 priorities.	An increase in the number of grants applications made.	More externally funded projects and activities.	Low	100	Completed

Greater Shepparton City Council - Transition Management Plan

Item No	TRIM Project Plan Ref	Issue	Action	Measure	Outcome	Degree Difficulty	Actual Project Complete %	Comments
TP24	M12/44928	Review the annual Budgeting processes to ensure staff accountability to remove the poor "attitude" towards the use of commitment costing and the high risk approach; align Budgets with the Organisation Structure; Implement Monthly budget reporting to EXECUTIVE at sub activity level.	Document a new process to develop annual Budget in the form of a Budget Manual and test through a cross functional team. Develop a new budget format based on presenting to council of a program budget that provides for a better understanding of the operational budget by the council, staff and the community. Budget Manual presented to each department within each Directorate. Departmental briefings within each directorate ensuring adherence to employee delegations. Program budget developed and presented to council. Develop a program to ensure that the Electronic Ordering Program is used by all staff.	Commitment costing utilisation at 95 per cent with 100 per cent compliance to employee delegations. Implement monthly budget reporting at sub activity level	Budget Manual 2013/14. Electronic Ordering utilisation increased. Budget Manual 2013/14 takes account of the improved requirements. A new format program budget is implemented	Medium	5	Plan Prepared Linked to TP77
TP25		Communicate the importance of the Prince 2 methodology across the organisation and ensure training is provided to all employees involved in project management.	Document and train all stakeholders in the use of Prince 2. Dedicate resources from Project Delivery to facilitate training. Modify the PRINCE 2 forms to enable use by the whole organisation.	Utilisation of PRINCE2 for all major projects, both capital and operational. The extent of improved cost control and delivery for council projects.	95 per cent of capital program delivered in accordance with approved Budget @ 30 June 2013.	High		A training plan exists and is being gradually implemented. See also TP97
TP26		Review the current recruitment processes to ensure an effective ,efficient and transparent process is implemented which will minimise the time taken.	People Performance to review the current recruitment processes and practices and ensure all within the organisation understand and implement to revised processes. Establish service standards and timelines for recruitment the organisation.	Process that satisfies stakeholder requirements in that it is accurate, timely and supports the organisational requirements.	Processes and practises reviewed and adopted by executive after consultation with the HRCC.	Low		
TP27		Discuss the process for the development of the 2012/16 Council Plan with Councillors which also provides for a "Bottom Up" input from staff .	Schedule time for Executive to discuss process and brief Council via a report. Consult with managers and staff and have them commence listing priorities from their perspective.	Process adopted by Council in July 2012	Completion of data collection by October 2012	High		See also TP15
TP28		Examine the combining of the Social Clubs so that they host functions for all staff.	Consult with indoor and Outdoor Social club committees	Completion of the examination and report to executive.	Improved collaboration, joint events and improved staff morale as a result.	Low	100	Consultation has taken place and both Social Clubs voted to remain separate
TP29	M12/43070	Develop and implement a comprehensive Performance Management System and provide training in Performance Management for management and employees.	Complete the processes and practices to develop a new performance management system. People performance in consultation with the Organisational Improvement Team review the current process, existing content and annual timeline and commence implement the agreed Performance Management system and investigate the develop the proposal for a common performance review date and report to executive. The new system is adopted by executive. Review all staff KPIs in line with the new organisational structure.	New Performance Management system implemented. All Performance Plans for the new structure completed.	KPI's set for all employees that relate to annual Budget and Council Plan.	High	50	Plan prepared and project underway. All staff appraisals are to be completed by 30 October 2012.
TP30		Develop and implement an Internal communications strategy.	Develop newsletters, social media other mechanisms to improve internal communications.	Improved internal Communication.	Staff better informed of Council issues.	Low		Linked to TP60 Plan prepared Research Plan being prepared as the first phase of this project.
TP31		Build Executive team by establishing a Code of Conduct/Values.	Executive to develop and adopt a Code of Conduct.	Adherence to values as perceived by managers and staff.	Unified EXECUTIVE that demonstrates behaviours that support values	Low		
TP32		Transfer Assets to Business Services to ensure the branch outputs align with financial standards and corporate objectives.	Manage the transfer of the relevant staff ensuring responsibilities and accountabilities are clear .Ensure Position Descriptions are amended, reporting lines are clear and systems are in place .Develop a timetable for implementation of a comprehensive asset management system that will enable council to make strategic decisions relating to the required level of investment in assets from a condition based perspective.	Smooth transition and minimal disruption to workforce and community. Clearly articulated implementation plan is adopted by executive, Implementation is commenced and completed	Updated Position Descriptions. Clear accountabilities for employees. Business Plan for Assets Department. Council uses condition based data to provide strategic decisions to be made on asset investment.	Medium	100	Linked to TP13 and TP19
TP33	M12/59122	Provide training for General Managers, Managers and supervisors in best practise in supervision and management of staff, presentation skills (to councillors) as well as the legal/industrial issues associated with the relationship between employers and employees.	Organise, adopt and implement a comprehensive training program and schedule for General Manager, Managers and supervisors.	All General Managers, Managers and supervisors complete the training program.	Improved knowledge of participants.	Low	50	Corporate Training Plan As part of Corporate Training Plan there is monthly training scheduled for Managers, Team Leaders, Supervisors and Coordinators
TP34		Consolidate the Council's training budget to enable a strategic organisational training to be undertaken.	Prepare a report for consideration by Executive on the advantages and disadvantages on the consolidation of the organisational training budget into the Organisation Directorate.	Report prepared. Implementation of the decision by executive on the report	Training arising from Performance Reviews coordinated by People Performance to maximise efficiency of expenditure.			Project Plan being prepared and will need Exective approval

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TP35		Implement a system from which Training and Development is established from outputs of Performance Management system.	Prepare a report for executive on the training requirements from an inventory of all current training obligations, collated and developed from the organisation training requirements. These training requirements to be based on outcomes of Performance Management feedback. Adoption of the report by the executive. Organise groups for training and development to achieve best value for delivery. Ensure all OHS and ticket currency training is undertaken annually.	Report for Executive prepared. Organisational training program developed and implemented. Training program delivered to meet agreed training requirements of the organisation.	Improved productivity arising from training.	Medium		
TP36		Undertake a review of the Engineering design service scope .	Detail the services provided by new department to the balance of organisation	Detail of services provided. Feedback from staff and Design Engineers.	Improved capital works delivery to support the 95 per cent delivery target.	Medium		
TP37		Implement a common anniversary date (pre Budget) 28/2 each year for all employee Performance Management & Training Plans.	Prepare a report on the establishment of a common anniversary date for the 2013 organisational wide performance appraisals. The report to look at the advantages and disadvantages and to involve consultation with the HRCC. Performance appraisals for the any new directors and managers to be completed on a common anniversary date. Directors and managers Performance appraisals to be completed with short and medium term goals.	Report prepared for Executive All performance appraisals completed with a clear and measurable KPIs for each employee.	Focused Directors and Managers.	High	100	Going to Executive for approval on 29/7/12 Plan Prepared Approved and Implemented - all Appraisals will be completed by 30/10/12
TP38	M12/39649	Review and amend if required, Council's Induction Program for all new employees.	Continue to improve and review the organisations new employee induction program for employees and contractors. That the process for the induction program be discussed at the HRCC.	A post induction survey be undertaken from recent Inductees and suggested improvements implemented.	Efficient induction of new employees/contractors.	Low	100	Plan prepared New induction program now in place and running on a bi-monthly basis. Includes, online component, face-to-face and bus trip around the municipality
TP39		Develop and implement a Workforce and Succession Plan.	Prepare a report to executive that provides for an action plan for the preparation and development of a workforce/succession plan. Once adopted by executive commence preparation of the plan.	Report presented to Executive Detailed schedule of work for development and implementation of the workplace/succession plan developed. Commencement of work on the plan.	Completed work plan.	High		See TP42 This is a multiple stage project. Each Department will need to have a Succession Plan prepared. People Performance have an overall plan prepared and this is detailed in the People Performance Work Plan item 4.1.1
TP40		Undertake an independent audit of the Road Management Plan to ensure that the maintenance management scheduling and reporting process is acceptable.	Organise independent audit of the plan, receive the report and implement any recommendations from the report.	Audit completed and recommendations actioned and completed.	Correct alignment between Road Management Plan and Council standards.	High		
TP41		Review the effectiveness of the operations staff scheduling and its effectiveness in assisting Council meet its Road Management Plan obligations.	Identify the current response (scheduling, levels of service etc) against the current Road Management Plan. Identify the "gap" between the current service level and the required/prescribed level of service as detailed in the Council's Road Management Plan. Review staff scheduling, in consultation with operations staff, to determine if any improvements can be made and commence implementations of any recommendations. Prepare a report on the findings of the review and recommendations implemented.	Documented gaps corrected and recommendations implemented. Report to Executive detailing improvement opportunities and how they have been implemented..	Road Management Plan that Council is able to meet its obligations under.	High		
TP42		Develop and implement a Plant Operators Succession Plan.	Develop a plant operators succession plan in consultation with operations staff. Call for expressions of interest from interested roads/parks staff to be involved in a cross functional team. Prepare a report for executive consideration.	Participation by operations staff in the preparation of the plan. Plan adopted by executive. Implementation of the plan. Nominees and a structured implementation plan.	Outcomes to be part of the individual employees Performance Management Plan	Medium		See TP39
TP43		Undertake a review of the approach/roles, responsibilities and relationships for community planning and community development within Council's community capacity program. Undertake a review of the resources in community development department.	Undertake a review to clarify role, relationships and responsibilities along with the performance targets for community development.	Report detailing proposed roles and functions to Executive.	Performance targets achieved. Business Plan for community development completed.	Medium		Ties in with TP117 New structure needs to be approved prior to this taking place. A review has been conducted and Business Cases currently being reviewed

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TP44		Undertake a review of, and benchmark staff turnover (including "internal turnover/redeployment)	Prepare a report in consultation with the HRCC, which benchmarks GSCC against other regional city councils for consideration by executive. Such report to provide conclusions and any relevant recommendations. Implementing an exit survey for those employees leaving the organisation. Gather data from the MAV for benchmarking information. Gather sample EXIT interviews from NERDS group or Special interest LG Pro Group.	Produce report for consideration by executive. Implement any adopted recommendations from the report. Conduct exit interviews for staff.	Report analysing benchmarks	Low		
TP45		Provide Directors with mentoring opportunities.	Discuss mentoring requirements with each Director. Determine suitable mentors based on the agreed needs. Examine the suitability of the LG Pro mentoring program.	Mentoring for directors established. Improved knowledge and performance from each director.	Improved performance for organisation.	High		
TP46		Benchmark all senior management remuneration to like size Councils.	Prepare a report that benchmarks senior management remuneration for consideration by the CEO with recommendations for action.	Report prepared and presented to the CEO	Report analysing benchmarks	Medium	100	No Project Plan Required
TP47	M12/53769	Examine the number of unresolved and not implemented systems and processes within the organisation.	Prepare a report for executive that identifies all unresolved or non implemented systems and processes. Such report to have recommendations to implement the unresolved or non implemented which includes the priority for action, resource requirements and an implementation plan. Adoption of the report by executive and commencement of implementation of the approved recommendations.	Report presented to Executive of all unresolved systems and processes documented, implementation plan adopted, resources allocated and commencement of that implementation plan. Work Plan to resolve/prioritise action implemented	Work Plan to resolve/prioritise action. Efficiency gained with improved systems and processes	High	10	Plan prepared and approved by Executive on Monday 8/10/12
TP48		Develop an employee membership program at Aquamoves.	Review the current and develop a new employee membership program. Promote the membership program across the organisation.	Program developed and communicated to staff	Improved membership from employees at Aquamoves. Improved fitness of council employees.	Low	100	Has been completed and discounted memberships are now available to all GSCC staff
TP49		Ensure that all new employees are subject to police checks and pre-employment medicals which includes hearing tests for those staff who may be subject to excessive noise including all outdoor staff.	Review process with the HRCC, consider amendments for pre employment medicals, which includes hearing tests for those staff who may be subject to excessive noise, including all outdoor staff. Report to executive of the findings from the review and recommend amendments to the current processes. Implement recommendations as adopted by executive.	Review completed. Report prepared and presented to executive. Implementation of the adopted recommendations.	Implement for current and future employees	Medium		
TP50		Implement the Aurion "timekeeper" module	Undertake a review of all off site payroll centres and review current processes and timesheets. Prepare an implementation plan including training of staff and software roll out. Commence implementation of the Aurion "timekeeper" computer module.	Aurion "timekeeper" implemented. Efficiency gains from electronic timesheets.	Automated payroll system.	High		Project Plan to be prepared and anticipated rollout in 4th quarter 2012/13
TP51		Undertake a review of Outdoor staff ticket currency and implement a process to ensure that all required tickets are renewed as required.	Review and document the list of current "Tickets" for operations staff. Examine the currency of these "tickets". Implement a process to ensure all required tickets retain their currency.	Updated list of current required "tickets". Process to ensure currency is maintained is implemented.	Outdoor staff ticket currency maintained.	Low		New Appraisal system will address training licences and all updates will be maintained in Aurion
TP52	M12/53102	Implement revised customer service standards for each council service as part of the service planning exercise.	Work with the Organisational Improvement Team to define service standards and response times for all Council services by reviewing and documenting the current service standards and systems and decision processes for service responses. Review current level of reporting of the customer services standards and recommend improvements in reporting. Preparation of a business plan detailing the solution and investment required to provide a professional contemporary customer service system. Report to executive with recommendations on reporting. Implementation of adopted recommendations.	Report to executive. Implementation of adopted recommendations. Business plan adopted. Regular reports on performance against adopted standards provided to executive. Definitions and system improvements providing certainty and consistency to customers and Council.	Improved customer service.	High		Plan Prepared
TP53	M12/53102	Undertake a review of councils Customer Service Charter "Customer First"	Work with the Organisational Improvement Team to review the "Customer First Charter". Preparation of a report to executive. Present a briefing paper for council to enable council input to review the charter and systems. Adopt an amended charter and training of all staff in the requirements of the charter.	Review of and implementation of a revised "Customer First" charter that is better understood and factored into the operational systems and the way council business is done.	Improved customer service. Business Plan detailing the solution and investment required to provide a professional contemporary customer service system.	High		Plan Prepared

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TP54	M12/53102	Investigate the integration or migrate the Customer Service system(s) into one.	Prepare a report on an analysis of the current customer service systems Merit and Confirm to determine if they can be integrated. Such a report to be compiled following liaison with users to determine where integration is required as well as what is able to be achieved and the resources required. Presentation of the report to executive and implementation of adopted recommendations.	Presentation of the report to executive and implementation of the adopted recommendations.	Improved efficiency.	High		Plan Prepared
TP55A	M12/40485	Review all Policies with Council (and CEO directives)	Review all current council policies and operational policies for currency. Develop a timetable for review of all council policies and operational policies. Review the format for existing policies including the renaming of operational policies to CEO directives. Report to executive with the timetable for review. Commence the review of all policies that are or are about to expire. Provide training to appropriate staff in policy writing. Commencement of the review of policies.	Commencement of the review and adherence to timetable for executive and Council adoption. Policy timetable developed for Council and executive.	Updated and comprehensive policy register.	High	5	Plan prepared and a schedule of Policies and Procedures has been prepared
TP55B		Clarify the roles and responsibilities of the council and the CEO and executive	Develop a program that clarifies the roles and responsibilities of the council and the CEO and executive Undertake planning for the existing council as well prepare for a facilitated session with the newly elected Council and executive to discuss roles, responsibilities, relationships and expectations.	Facilitated sessions undertaken. The roles, relationship and responsibility of councillors, the CEO and the Executive clarified.	Agreed and documented paper on the roles, relationships and responsibilities between the councillors, CEO and the executive.	High		Induction program for new Councillors provides a process for this item
TP56		Develop and implement an accountability framework for each Department, Branch and individual employee(s).	Implementation of a series of facilitated sessions with each department Director and manager and key staff to develop the accountability framework. Incorporate this framework as part of the Performance Management framework for the organisation.	Sessions completed. Documented accountability framework inserted into the performance management framework.	Improved accountability	High		This issue is addressed by the development of Work Plans for each department as well as the preparation of Functional Charts. See TP7
TP57	M12/48607	Implement a system that documents developer contributions from receipt of contribution/asset through to capital delivery.	Investigate and report on an internal system that documents the provision of developer contributions to council, from receipt of the contribution/asset through to capital delivery. Such investigation to include a facilitated session with key managers and operatives, which will review the current and recommend a preferred process, including trust, capex, delivery etc. Report to be presented to executive with recommendations for improvement. Implementation of adopted recommendations.	Report presented to executive. Adopted new process implemented. Improved traceability and transparency of funds and projects.	Improved accountability and certainty of developer works.	High	10	Plan prepared
TP58	M12/39872	Examine councillor representation on the internal development hearing panel.	Investigate and report to executive on the possibility of providing councillors to be represented on the internal development hearing panel. Such report to include the advantages and disadvantages of such representation. Following presentation to executive, present the report to Council briefing.	Report presented to councillors. Adoption of the recommendations of the report. Improved knowledge and improved councillor satisfaction with the planning system.	Improved ownership of decisions.	Low		Plan prepared Timetable required
TP59		Review/ develop a comprehensive 10 year CAPEX Program.	Appoint a cross functional team to develop a corporate process that enables the preparation of a comprehensive capital works program that includes a Project Assessment Model which prioritises all proposed capital works projects. Review all strategies and management plans and verify/vindicate candidate projects. Present the proposed model to council for adoption. Communicate this model, when developed to all departments to ensure all staff are aware and able to access the process. Inclusion in the SRP of the comprehensive 10 year capex program.	Adoption of the Project Assessment Model. Insertion of a chapter on capital works in the SRP. Increased participation in the development of the CAPEX program from employees and Councillors.	Improved candidate list and prioritisation.	High		
TP60	M12/42437	Review and improve internal staff communications	Develop a communications strategy for the staff, particularly over the coming three months, by involving the Organisational Improvement team a strategy around reporting progress on the transition plan. Such review to include a review of COGSPEAK to improve communications relating to strategic issues as well as providing a monthly departmental/branch profiles in staff newsletter. Report to executive on the proposed internal communications strategy. Implementation of the strategy once adopted by executive.	Weekly /fortnightly newsletter on the implementation of the transitional plan to be published. Report on the internal communications strategy to be presented to executive, implementation commences following its adoption.	Improved knowledge of the organisational matters by staff. Improved staff morale.	High		Linked to TP30 The following staff communications are now distributed on a regular basis ExecSpeak CEOSpeak Good to Great

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TP61		Perception that the management of personnel issues needs to be improved.	Design and implement a process that ensures the management of personnel issues is process driven and the issues resolved and managed. Implement training to all employees in supervisor positions to assist in the management of difficult issues. This training to be part of performance management training and normal feedback process. Report to executive on the process and an implementation plan	Process designed and implemented. Report adopted by executive. General managers, managers and supervisors more confident and consistent in the execution of performance feedback.	Improved performance management- "on the spot."	Medium		Linked to TP33
TP62		The need to improve employee application knowledge.	Work with the HRCC to undertake Training Needs Analysis for council's corporate systems. Design a training program to assist in improving employee understanding and efficiency in use of the corporate systems. Report to executive on the training program and commence implementation once approval is given.	Training needs documented for departments and employees. Report provided to executive. Implementation commenced.	Improved and targeted training. Improved knowledge of and efficiency of use of councils corporate systems	Medium	30	Linked to TP35 Corporate Training Calendar in place and staff now utilising training options available
TP63		No quarterly reports to council on the progress against Council Plan strategies.	Develop and implement a reporting process to inform council of progress against Council Plan at least quarterly to Council by engaging directors and managers. Investigate possible corporate systems that would enable this reporting to be achieved. Report to executive on the preferred process and system. Purchase (if requires) and implement the corporate system and provide training to EA's on input into the system.	Report prepared for executive. Purchase of a new corporate system if required. Training of EA's and implementation of quarterly reports.	Improved accountability to Council.	High		See TP74 and TP75 Review of Power Planner has taken place. Testing of Power Planner will commence October 2012. Report will be prepared December 2012
TP64		Manual preparation of agenda's for council meetings and briefings, as well as other organisational meetings.	Investigate, purchase and implement by training EA's on usage as well as and establishing timetable for submission of agenda items for all Council meetings/briefings and executive meetings.	Investigation completed and system purchased. Implementation of the system. Timetable for agenda items developed and implemented. Improved efficiency with respect to agenda production.	Efficient delivery of agendas and content.	Medium	20	InfoCouncil software is installed. Currently awaiting completion of project by software developer.
TP65		Improvement in the councillors knowledge of organisational operational activities	Report to executive on the design of and provision to Councillors with regular reports on: progress of capital works, major planning permits, planning scheme amendments, community consultation etc.etc. Once approved commence implementation and provision of the information.	Report adopted by executive. Provision of regular reports delivered on time and accurate to Council and executive.	Improved performance knowledge.	High		See TP 74 and TP75 Testing on PowerPlanner currently underway
TP66	M12/48698	Difficulty in the process to update Intranet content and existing access requirements.	Examine and report with appropriate recommendations to executive on the current access difficulties. Once adopted by executive, implement the recommendations.	Report to executive. Implementation of recommendations.	Improved satisfaction and access to information.	Medium	10	Plan prepared
TP67	M12/48689	Lack of knowledge of staff of who is responsible for service delivery across the organisation.	Working with a cross functional team understand requirement and current deficiencies of staff knowledge. Report to executive on the ability to implement a staff role (as employment responsibilities) search system on intranet. Implementation of the adopted recommendations.	Cross functional team formed. Examination completed. Report to executive provided. Adopted recommendations implemented.	Improved knowledge of staff roles.	Medium	5	Plan prepared
TP68		Privacy in council meeting rooms.	Examine the re- lamination or provision slim blinds to meeting rooms to ensure adequate privacy in provided. Engage suitable tradesman to undertake the work.	Work undertaken.	Improved privacy and confidentiality.	Low		
TP69	M12/39787 M12/41396	Council has no policy on local content in its purchasing.	Prepare a report for executive on the possibility of having a policy that would provide for the purchasing of local content. Once approved present a briefing paper for Council consideration options for local content purchasing. Preparation and presentation to a council meeting on this policy. If adopted, implementation of the policy	Development of options for local content policy. Report to Executive, council briefing and Council meeting. Implementation of and adopted policy.	Advise staff and traders of Council policy.	High		Plan prepared. Incorporated with TP70 and TP71. As at 2/10/2012 Draft Procurement Policy prepared incorporating Local Content, Social and Green procurement.
TP70	M12/39787	Council has no policy on green purchasing.	Prepare a report for executive on the possibility of having a policy that would provide for the purchasing of "green" products. Once approved present a briefing paper for Council consideration options for "Green Purchasing".	Development of options for "green" purchasing. Report to Executive, council briefing and Council meeting. Implementation of and adopted policy. Development of Policy and Directives.	Advise staff and traders of Council policy.	High		Plan prepared. See TP69
TP71	M12/39787	Review Procurement Delegations and develop Policy and Directives	Work with the Council and CEO to review the "Procurement Delegations". Deliver options report for executive. Once approved present a briefing paper for Council consideration options for "Procurement".	Review of Procurement Delegations and development of options for "procurement" delegations policy completed. Report to Executive, Council briefing and council meeting. Implementation of and adopted policy. Development of Policy and Directives	Advise staff of delegation.	Medium		Plan completed. See TP69
TP72	n/a	Review and rationalise all Human Resource Policies.	Work with a cross functional team to undertake rationalisation and review of all current "Human Resources" policies detailing improvements that will strengthen the issues of Policy and Process Management. Report to Executive.	Cross functional team formed. Development and Improvement of Human Resource Policies that strengthen Policy and Process Management issues. Report to Executive on the process as well as the recommended policies for adoption. Improved suitable Human Resource policies for access by employees.	Full suitable suite of policies accessible by employees.	High		Merged with TP20 All data from this item has been merged with TP20 and will be undertaken as one project. Policies have been reviewed and will be presented to HRCC and then require Executive approval

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TP73	M12/40485	Lack of consistency in Policy Development and CEO directives.	Develop a methodology template for policy development and CEO Directives to provide greater consistency in look and content. Report to executive. Once approved implement the adopted template	Development of methodology template for Policy Development and CEO Directives. Approved by Executive. Implementation of approved Methodology Template.	Greater consistency in policy development and CEO Directives	Low		Plan prepared - Linked to TP55 Templates to be prepared by December 2012
TP74		Develop and implement a Corporate Reporting system.	Develop a Corporate Reporting System and define statutory and management requirements and improve compliance and accountability by seeking agreement on what content and what frequency reporting will be undertaken for the Corporate Reporting System. Confirm system and improvements with Executive Managers and Council. Implementation of the adopted system.	Development and implementation of Corporate Reporting System that meets statutory and management requirements and provides Improved compliance and accountability. Approved by Executive. Adopted system being consistently applied.	Risk minimised and knowledge for decision making improved,	High		See TP74 and TP63 Review of Power Planner has taken place. Testing of Power Planner will commence October 2012. Report will be prepared December 2012
TP75		Develop and implement a progress report against Council Plan objectives.	Develop and implement a reporting process to reports on progress against Council Plan objectives monthly to executive and quarterly to Council. Engage All Directors and Managers. Review reporting process options with OD Directorate. Determine system for reporting. Implementation of the adopted system.	Development and implementation of a reporting process on progress against Council Plan objectives. Provision of regular reports delivered on time and accurate to Council and executive. Options reviewed with OD Department. Reporting system determined. system Implemented and applied consistently.	Improved knowledge.	Medium		See TP63 and TP75 Review of Power Planner has taken place. Testing of Power Planner will commence October 2012. Report will be prepared December 2012
TP76		Review and link all "corporate and strategic" plans to staff KPI's	Review all "corporate and strategic" plans and directorate/departmental strategies. Prepare a report to Executive on the linkages between these plans including resource requirements. Link staff KPI's the plans and strategies as part of Performance Management process. Discuss as part of Performance Management process.	Review of all "corporate and strategic" plans and directorate/departmental strategies completed. Plans and strategies linked to staff KPI's. Report provided to Executive. Discussed as part of Performance Management process.	Improved planning/delivery of Council strategies.	High		
TP77	M12/39787	Major review of Procurement processes and Contract performance management	Develop scope for a cross functional team that includes representatives from the departments to examine issues around procurement processes and performance reporting. Define Procurement personnel roles, responsibilities, corporate processes, policies, directives and management.	Scope of Review established and Cross functional team formed. Procurement issues identified. Defined Procurement personnel roles, responsibilities, corporate processes, policies, directives and management. Report to Executive. Agreed procurement processes and performance reporting.	Improved procurement and risk management.	High		Plan completed See TP24 - combined procurement
TP78		Develop a Project Delivery Process Directive	Work with CEO to develop a Project Delivery process Directive. Clarify the directive. Draft CEO directive for Executive approval.	Development and clarification of Draft CEO Project Delivery process directive. Approved by Executive.	Improved understanding of role of department.	Low		
TP79		Ranking of candidate projects for capital evaluation and designation to the capital works program.	Develop Project Assessment Model to determine the ranking of candidate projects for capital evaluation and designate them to the capital works program in the relevant year. Review current process and determine if assessment criteria are aligned to Council Plan and represent best practice. Report options for assessment to executive. Report to Council for adoption. Implement agreed Assessment Model.	Development of a Project Assessment Model. Current Process Reviewed. Alignment of assessment criteria to Council Plan representing Best Practice. Options Report to Executive approved. Implementation of Agreed Options. Report to Council for adoption Breadth of participation in process by staff and variability arising in model.	Improved agreed ranking system.	High		
TP80	M12/39787	Review and Establish Preferred Provider Panel(s) to provide efficiency in Purchasing	Review and update current panel of providers. Engage all departments to capture corporate requirements. Establish a preferred provider panel(s) for trades, plant hire, professional services and other services, e.g.: printing.	Up to Date List of Preferred Provider Panel(s). All corporate requirements captured. Provider panels established for trades, plant hire, professional services and other services. Degree of coverage.	Improved efficiency in purchasing.	Medium		Plan prepared
TP81	M12/42469	Section 86 Committees to be reviewed.	Review of S86 Committees involving staff with responsibility, analysis of delegations and determining the currency of the status of those Committees. Preparation of Operating Manuals. Provide Training of those committees as to as to their collective and individual responsibilities.	Review of S86 Committees including analysis of delegations and currency of status of Committees completed. Development of s 86 Operating Manual. Training to S86 members in their collective and individual responsibilities completed.	Improved risk management. Improved performance of s86 Committees.	High	30	Plan prepared
TP82		Review the roles and resourcing in Governance to ensure that all council governance requirements are being met.	Review the roles and resourcing in Governance to ensure that all council governance requirements are being met. Identify the "gap" between the current compliance and the required/prescribed level of compliance as detailed in legislation. Undertake a risk assessment on all of Council's governance functions.	Review of the roles and resourcing in Governance completed. Identification of the "gap" between the current compliance and the required/prescribed level of compliance completed. Risk assessment on all governance functions of Council's Governance functions completed. Improved understanding and compliance. Report provided to Executive, with adopted recommendations implemented.	Improved risk management	High		
TP83		Full review of all Risk Management processes	Undertake a full review of all Risk Management processes including: Policy strategy, risk register, identification of primary, secondary and tertiary risks, Risk and Audit committee. Undertake a Gap analysis and consult with the various departments. Establish an internal audit function, operational risk committee and training of all staff in risk management. Undertake a risk assessment on all of Council's governance functions. Report to Executive. Implement agreed outcomes.	Full review of all Risk Management processes completed. Gap analysis completed. Internal Audit function and operational risk committee established. All staff trained in risk management. Risk Committee Training in collective and individual responsibilities completed. Following a report to Executive the agreed risk management processes are implemented.	Improved risk management and staff awareness.	High		

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TP84		Centralise the various marketing functions into Organisation Directorate	Working with a cross functional team of marketing operatives develop processes to centralise the various marketing functions into Organisation directorate. Identify improvements in branding, utilisation of facilities and knowledge of COGS. Develop a Business Plan for Marketing. Report to Executive. Implement agreed outcomes	Cross functional team formed. Marketing functions centralised into Organisation directorate. Report to Executive with the Business Plan for Marketing developed and Implemented. Implementation of agreed processes. Improvement in marketing and consistency in communications.	Improved branding ,utilisation of facilities and knowledge of COGS. Business Plan for marketing.	High		Meeting with key stakeholders to take place so current situation is understood. Consider creation of a Community of Practice between all internal stakeholders
TP85	M12/48646	Review Events and the management of community facilities	Undertake a review of Events and Management of Facilities and determine a method to separate Events from Management of Facilities. Clarify Roles and define responsibilities for Events and Management of Facilities. Consult with the events and building maintenance operatives. Develop a Business Plan for Events and identify "nominated" group to manage facility. Report to Executive.	Review completed. Events and Management of Facilities separated and roles and responsibilities defined. Report to Executive with the Business Plan for Events developed. Group to manage facility identified and 'nominated'.	Business Plan for Events. Nominated group to manage facility.	Medium		This project linked with TP86 and will be completed together Awaiting the appointment of new manager before proceeding Initial Meeting held 4/7/12
TP86	M12/45998	Examine centralisation of Facility Management.	Conduct an examination of the possible centralisation of Facility Management. Consult with building maintenance and other facility managers to separate and clarify "occupancy" from "Landlord" or ownership of building. Review and report to Executive on the outcomes of examination and consultation.	Examination of Centralisation of Facility Management completed. Clarification of tenant and owner. Report to Executive and implementation of adopted recommendations.	Improved services and building maintenance.	Medium		This project linked with TP85 and will be completed together Awaiting the appointment of new manager before proceeding Initial Meeting held 4/7/12
TP87		Examine reasons for Excessive FOI requests	Conduct an examination and identify the reasons for the excessive FOI requests being made and review those requests to determine the content and range of issues. Develop strategy to reduce the number of FOI requests. Review with Records Department and Report to Executive.	Examination of Reasons for requests and strategy to reduce requests completed. Range of issues determined. Approved by Executive	Reduction in FOI requests.	Medium		Approved by Executive 8/10/12
TP88		Complete Business Continuity Plans.	Working with the Management Team as a cross functional team review inventory of Business Continuity Plans and determine where there is a need for additional Business Continuity Plans. Develop required Business Continuity Plans. Report to Executive. Implementation of Agreed recommendations.	Cross functional team formed. Review of Inventory of BCP's completed. Development of required BCP's. Reported to Executive. Agreed recommendations implemented	Comprehensive Business Continuity Plans for Council.	High		Plan prepared
TP89		Provision of a Legal Services Strategy	Undertake a review of all legal costs in the 2010/11 general ledger where legal expenditure is incurred to determine if an in house legal counsel or Para legal can be justified. Validate need for advice – risk management exercise. Quantify expenditure per functional and prepare report on alternative options. Report to Executive. Implementation of Agreed Options/Strategy	Review of Legal costs completed. Quantification of expenditure per function. Validation of need for Advice - Risk Management. Report on alternative options to Executive. Agreed options implemented.	Legal services strategy.	High		Plan prepared Extend completion dates - include Greg McKenzie to ensure Local Laws perspective included in considerations
TP90	M12/46731	Review Long Term Financial Plan to improve long term financial projections.	Review of Long Term Financial plan including population of new figures into LTFP. Post renewal recalculations. Review of operating costs. Reconfigure LTFP as part of the SRP review. Working with Executive and Council review financial policies via the SRP. Report to Executive and Council. Implementation of agreed recommendations and policies.	Review of LTFP and update with current figures completed. Review of Operating Costs completed. LTFP configured to SRP and financial policies reviewed and aligned with the SRP. Approved by Executive and Council. Agreed recommendations implemented.	Improved long term financial projection. Sustainable municipality.	High	60	Plan Prepared.This project is being implemented in conjunction with TP14. As at 2/10/2012 LTFP populated 60%
TP91		Design and implement a Capital Works report	Review the budget monitoring of Capital Works including financials, (per project) for Council and Executive to improve cost control. Design and implement a weekly capital works report to mitigate the high risk approach and to improve employee accountability. Develop Report format and distribution list.	Review of Capital Works budget monitoring including financials completed. Improved cost control. Weekly reporting. Increased accountability. High risk approach mitigated	Improved cost control.	Low		See TP17
TP92	n/a	Training program for TRIM for all employees	Working with Organisation Directorate and cross functional team to develop a training program for TRIM. Implement an annual training program in the operation of TRIM for all employees who use the system.	Cross functional team formed. TRIM training program developed and implemented. Annual Staff TRIM Training program established. Improved knowledge of TRIM.	Improved efficiency and consistency of records.	Medium		No project plan required. Training has been scheduled as a part of Corporate Training Calendar. Task will be completed by 30/10/12
TP93		Continuous Improvement template / program and Procedure Manuals for All Processes.	Develop a continuous improvement template/ program for all service areas. Applying Best Value principles review all service areas on an ongoing basis. Develop procedure manuals within Teams and Standard Operating Procedures for all processes. Report to Executive and Council. Implementation of agreed recommendations and policies.	Continuous Improvement template/program for all service areas established. All service areas reviewed on an ongoing basis. Procedure manuals for all processes. Approved by Executive and Council. Implementation of agreed recommendations and policies.	Improved service efficiency.	Medium		Linked to TP18

Greater Shepparton City Council - Transition Management Plan

Item No	TRIM Project Plan Ref	Issue	Action	Measure	Outcome	Degree Difficulty	Actual Project Complete %	Comments
TP94	M12/48691	Audit of Software Applications and Support Arrangements.	In consultation with department managers and the IT Department conduct a software audit, collation of applications, support arrangements and costs per application and department. Review and document the responsibility for all software and applications within the organisation. Align budget to responsibility area.	Software audit completed. Documented responsibilities for all software and applications. Accurate inventory of applications, support arrangements and costs per application. Budget aligned to responsibility area. Improved knowledge.	Improved knowledge and possibility for economies of scale.	Medium	5	Plan prepared
TP95	M12/56340	Develop and implement a social media strategy	Research options for Council to utilise social media. Develop cross functional team and review other Councils and the LG Pro SIG for options of use of social media. Work with CEO to develop a Social media CEO directive and social media utilisation. Clarify the directive. Draft CEO directive for Executive approval.	Cross functional team formed. Social Media research completed. Review of other Councils and LG Pro SIG completed. Social media CEO directive developed. Approved by Executive. Agreed options and policies implemented.	Improved engagement ,marketing and consultation via social media.	Medium	5	Plan Prepared There will be a number of stages associated with this project. Stage 1 - Draft of Policy/Procedure Stage 2 Policy Approval Stage 3 Implementation Stage 4 Awareness Campaign
TP96	M12/46828	Revise Asset Management Strategy and determine what Asset Management Plans have been developed.	Review the Asset Management Strategy status and examine what Asset Management Plans have been formally adopted by Council. Verify these documents have been adopted by Council. Prepare a detailed results report to Asset Management Working Group with recommendations. Report to Executive with Implementation of agreed recommendations.	Asset Management Strategy updated status and identification of formally adopted Asset Management Plans. Approved by Asset Management Working Group. Identification of precise status and quantity and quality of AMS and AMP's. Report to Executive with Implementation of agreed recommendations.	Precise status of AMS and AMP's.	Medium	0	Plan prepared See TP102 and TP103
TP97		Document Project Management roles and responsibilities.	Introduce and reinforce concept of Project Sponsor/Owner and Project Delivery/Manager and continue the roll out of Prince 2. Consult with managers and department project clients to reinforce roles, relationships and responsibilities for Project management.	Continued roll out of Prince 2. Project Management roles, relationships and responsibilities clarified. Improved Project Delivery	Project delivery improved	High	100	PRINCE2 training program underway See also TP25
TP98		Improve contract management and understanding of roles.	Develop a training program for contract management. Seek quotation for provision of training in Contract Management including the requirements and responsibilities of contract supervision, superintendent role and the management of the Contracts Register. Seek quotation for development of a "kit" for contract staff and all staff involved in contract management. Identify issues of compliance in new procedures. Report to Executive. Distribute "kit" to all contract staff and all staff involved in contract management. Implementation of agreed recommendations.	Contract Management training completed. Contract Management "kit" completed and distributed to all contract staff and all staff involved in contract management. Approved by Executive. Improved understanding of roles and responsibilities. Compliance to new procedures.	Improved contract management and understanding of roles.	High		
TP99	n/a	Immediate implementation of a new Chart of Accounts in the Infrastructure Department	Place Budgetary control directly with the Department Manager and revise the work flows resulting from this – e.g.. Customer requests directly to Operations and not via Assets. Revise the responsible officer for accounts in accordance with the new organisation structure. Allocate new cost centre responsibilities. Report to Executive. Implementation of agreed recommendations and responsibilities.	Budgetary control placed directly with Department Manager. Work flows revised and implemented. New cost centre responsibilities allocated. Approved by Executive. Budget accountability allocated.	Responsibility for Budget accountability allocated.	Medium	100	No Plan Required
TP100		Review currency and relevance of Local Laws	Review Council's local laws and how Council polices and monitors compliance via desktop review and consultation. Review to provide accurate and relevant up-to-date Local Laws.	Review of local laws and policing and monitoring of compliance completed. Accurate and relevant Local Laws.	Updated Local Laws.	Medium		
TP101		Review EA structure within Governance area.	In consultation with EA's and Executive, review role and reporting relationship between Mayor and CEO EA's. Clarify roles and responsibilities in the EA structure within the Governance area. Report to Executive. Implementation of Agreed recommendations.	Review of roles and reporting relationships completed. Roles and responsibilities clarified in the EA Structure. Approved by Executive. Agreed recommendations implemented. Efficiency improved for EA support.	Clarity of roles and responsibilities.	Low	100	Completed
TP102		Undertake a review of the Asset Valuation schedule and standards to ensure all the required documentation is in place.	Review current Asset valuation timetable and draft the use of Greenfield valuations and Brownfield's valuations. Confirm the current practice is in accord with the draft. Ensure the associated process (depreciation review) are undertaken.	Council is meeting timetable and reporting to Audit Committee.	Improved accuracy of financial information/Balance Sheet and depreciation charges.	Medium		See TP96 for notes and updates
TP103		Amend the asset renewal modelling by applying a condition assessment to calculate renewal annuity and discontinue the current practice of basing renewal demand calculations per asset category on the financial depreciation figures.	Determine quality/quantum of condition data. Post renewal condition assessment status apply the results to the recalculation of the renewal gap. Apply the Moloney model to derive the renewal calculation based on realistic intervention levels. Report results to executive post the review.	Correct renewal demand based on condition and input into LTFP. Report outcome to executive.	Calculation of the renewal demand. True long term financial position.	High		See TP96 for notes and updates

Greater Shepparton City Council - Transition Management Plan

Item No	TRIM Project Plan Ref	Issue	Action	Measure	Outcome	Degree Difficulty	Actual Project Complete %	Comments
TP104		Urgently adopt the draft vehicle policy, CEO Directive and Operations Manual.	Develop a vehicle policy for Council consideration with approval of executive prior to presentation to Council. Develop a CEO directive on how the policy will be operationalised including elements such as vehicle classification, contribution rates, BT requirements etc. Finally develop an Operations Manual detailing cleaning standards etc. and the process for audit.	Clarity of policy and operations for vehicle management and useage.	Documented policy and CEO directive.	High		Linked to TP108 Draft Policy prepared
TP105		Centralise all property maintenance to a building maintenance department	Develop procedures for the delivery of building maintenance, including registration of maintenance requirements (confirm) and develop a prioritised response process and scheduling of maintenance needs. Also develop proactive inspections and schedule maintenance requirements on a routine basis. Advise all department managers of the process and system to log building maintenance requirements.	Improved Communication and procedure.	Efficient property maintenance.	Medium		
TP106		Facilitate move of Cemeteries to Property/Revenue Branch.	Revise and document processes for cemeteries administration. Advise customer services on process as well as relevant external stakeholders.	Process understood by internal and external stakeholders.	Efficient service with no disruption to Customers.	Medium	100	Project completed Cemeteries with Property and Procurement
TP107		Define and implement an effective plant FBT Process.	Revise and document processes for FBT administration and advise the infrastructure department on processes.	Process understood by internal stakeholders.	Efficient service with no disruption to services.	Medium	100	Project completed
TP108		Investigate the implementation of a coordinated branch/centralised Vehicle booking system.	Develop an electronic corporate booking system for vehicles in consultation with the IT deartment. Implement system in each department .	Booking system implemented. Ease and efficiency of use	Improved vehicle management.	Medium		Linked to TP104
TP109	M12/51352	Facilitate options paper for separation/or not of the plant and fleet functions with fleet possibly transferred to corporate services.	Develop an options paper for executive consideration detailing the benefits and disbenefits of combining fleet and plant management from the ownership (acquisition and disposal),funding, maintenance and operational perspectives.	Development of the options paper for presentation at Executive, implementation of adopted recommendations. Improved management including funding, utilisation and access for operations.	Efficient vehicle management.	Medium		
TP110	n/a	Provide training in CONFIRM for permanent staff and broader application – e.g. Customer Service.	Undertake a skills analysis with respect to CONFIRM in the finance and assets departments and develop specific training program for this software.	Development of and implementation of the training program. Improved CONFIRM usage and knowledge.	Improved asset management.	High	100	No plan required - Training Calendar has been prepared
TP111	M12/48694	Introduce a project implementation process for all software implementation .	Cross functional team to develop project implementation project template and as a method to implement all future software into the organisation.	Development of the template. Improved efficiency in software implementation.	Less downtime due to rework and replication of software.	High	5	Plan Prepared
TP112	M12/56336	Review the Corporate Style Guide together with a branding strategy.	Review and make recommendations to Executive with respect to changes to improve branding and presentation of the municipality. Ensure all current stakeholders who utilise the CSG are engaged in this process. Develop a revised corporate style guide for ap	Implementation of adopted recommendations. Conformance to the Corporate Style Guide.	Improved branding and recognition. Revised Corporate Style Guide.	High		Plan prepared and approved Branding review to take place and consolidate prior to rolling out of a new style guide. Current version may be updated in the interim.
TP113		Develop and implement an Arts strategy	Review all strategic work available with respect to Arts and develop a cross functional team within the Cultural Liveability department and engage other internal/external stakeholders to develop an Arts Strategy.	Strategy to also reflect greater liaison and cross utilisation of other cultural facilities. Presentation of the Arts strategy to Council.	Arts Strategy promoting the Gallery and arts in the community.	High		Awaiting new staff members prior to this review taking place
TP114		Review the Council's corporate role in tourism and transfer to Cultural Liveability department in the Community directorate.	Develop Business Plan/Tourism strategy that addresses Council Plan requirements and defines the roles, responsibilities between Regional Tourism, Council and the new areas (SAM, Eastbank and Performing Arts) at Council. Report to Council	Report presented to Council and implementation of agreed recommendations. Clarity of Council's role and required investment.	Improved clarity.	High		Tied in with Service Plans
TP115		Ensure that Council's Child care staff to have input to service standards in Council's recreation facilities.	Child care staff to review/manage all off site child care facilities and develop an inspection/audit and advice role for the organisation..	Recommendations for any required improvements.	Improved child safety.	Low	100	Report finalised
TP116		Review communication and roles in community development.	Review and if required recommend improvements to the councils community development Community Development and community planning roles ,relationships and responsibilities need to be clearly defined and communicated across the organisation. Report to council with these recommendations.	Review and report completed. Report to council provided. Improved utilisation and understanding of roles.	Improved community development.	Medium		Linked to TP43
TP117		Examine the role Environmental management in Council's operations.	Review and report to executive on councils role in environmental management while referring to the Council Plan and branch plans. Collate all of Council's environmental issues. Develop a Business Plan for the environmental issues and develop a cross functional team to gather all perspectives.	Approved Business Plan by the executive. Business case for environmental management in the municipality.	Improved environmental management.	Medium		

Greater Shepparton City Council - Transition Management Plan

Item No	TRIM Project Plan Ref	Issue	Action	Measure	Outcome	Degree Difficulty	Actual Project Complete %	Comments
Legend					Totals			
					% of Totals			



**MINUTES OF MEETING
DEAKIN RESERVE ADVISORY COMMITTEE
Tuesday 9th August 2011
5.30pm Shepparton Football Club Rooms Deakin Reserve**

CHAIRMAN - Barry Senior

PRESENT:

Marianne Conti, Don Kilgour, Ian Howard, John Hyde, Cr Chris Hazelman, Paul McGrath, Mark Lambourn, Greg Beer, John Gray, Ian Fitzsimmons,

APOLOGIES:

Nil.

DECLARATIONS OF CONFLICT OF INTEREST: Nil

MINUTES OF PREVIOUS MEETING (14th June 2011)

Moved Marianne Conti, 2nd Mark Lambourn that the Minutes of the previous meeting (12th April 2011) be accepted as a correct record. **Carried.**

BUSINESS ARISING FROM THE MINUTES

- **Arena Condition:** Mark Lambourn reported that the arena was only in fair condition due to the rain last Saturday. The ground has been verti drained and some areas over sown. Mark explained why the covers were not used on Friday considering that rain was forecast.
The Committee advised Mark that its preference was for the covers to be placed in position on a Friday if rain is forecast late Friday or over night.
Mark agreed to re align the centre square and centre circle to stop the ball up's on the cricket wicket area.
- **Grandstand meeting room:** The Shepparton Football club and Cricket Shepparton will be arranging for the work to be carried out, however there has been a hold up in arranging for computations to be completed due to Len Price being overseas.
- **Maintenance works:** Mark Lambourn reported that this year's budget had provided for a replacement of the Western shelter. This is currently being designed and a project manager (CPG) has been appointed. The design of the shelter will be similar to the two shelters at the Eastern end of the ground near the netball court. It will have a back wall and a major amount of landscaping will be required.
- **Scoreboard –** It was noted that there is still a few issues with the scrolling signs and the scoreboard operation (freezing). The new green lights work exceptionally well. The committee agreed to make available the scrolling signs on the board to the users of the Reserve from 2012
- **Eastern shelter:** Shepparton United Football Club has been notified by Council that any new shelter placed at the Reserve would have to be the same design as the two Northern shelters.
- **Molony Cup games:** The VCFL v VAFA games were staged at the Reserve on Saturday 9th July. And were deemed to be successful.
- **Soccer match:** Arrangements are in hand for Melbourne Heart to play a friendly match against Wellington at the Reserve on Friday 19th July. Due to the need to clean up and transform the ground into a football oval it will necessitate a later start for football on 20th August.

- **Netball Change room:** Maryanne Conti reported that the Council had developed a sports change room out of a shipping container. This container will be inspected to ascertain the possibility of using this type of container as a change room for netballers.
- **Power supply to TV camera stand:** Mark Lambourn advised that power had been connected to the stand.
- **Siren replacement:** negotiations are taking place re the purchase of a new siren.
- **P.A. System.** Mark Lambourn reported that a quote for a complete system had been received in the vicinity of \$70,000.00
The Secretary reported that in lieu of that quote, he had had discussions with local Public Address supplier Bill Purcell who will get together a quote for the provision of speakers to be mounted on the light towers and connected to an amplifier in the press box.

CORRESPONDENCE;

Inward: From User group - minutes of last meeting.
From Cogs re fence advertising for the Lead project.
From Shepparton United Football Club re the proposal to construct a storage area using Shipping Containers. The meeting resolved to support the erection of the storage area under design and construction requirements of Council.
From COGS re junior match request.
From COGS re removal of protective ropes from arena. The Committee discussed at length the issue and on the motion of John Gray and Paul McGrath the Committee congratulated Mark Lambourn for his handling of the issue. **Carried.**

Outward: To Shepparton United Football Club re the end wall of their coach's box .

Inward Correspondence was accepted and the outward correspondence approved on the motion of Cr Chris Hazelman and Ian Fitzsimmons . Carried

ANY OTHER BUSINESS:

- The Committee resolved to insert a clause into the Winter Ground Use Procedure document. The clause will allow for a mandatory 2 week ban from training on the arena, if a user fails to comply with the set conditions. During the period of the ban, Deakin Reserve will remain vacant on the days the offending club was due to train and no further arrangements will be made by Council to provide a training venue for that Club.
Any further disregard for procedure will provide for further sanctions to be decided by the Committee.
- Mark Lambourn advised that there was a small problem with bulging brickwork in the arena fence. The issue is being monitored.
- It was noted that the Graeme Thompson Motors sign on the fence was in need of repair.
- It was suggested that the booking form for hiring the Reserve should include an option for the hirer to pay for Reserve cleaning.
- The Secretary was asked to enquire about which members were required to re nominate for the Committee.

Meeting Closed at 7.08 pm.

Next Committee meeting – Tuesday October 11th 2011.

Next User Group meeting – Tuesday November 8th 2011

Don Kilgour, Secretary



**MINUTES OF MEETING
DEAKIN RESERVE ADVISORY COMMITTEE
Tuesday 14th February 2012
5.30pm at Deakin Reserve.**

CHAIRMAN – Barry Senior

PRESENT:

Ian Howard, Mark Lambourn, Greg Beer, Chris Smith, John Hyde,
Paul McGrath, Cr. Geoff Dobson. Don Kilgour

Chairman Barry Senior welcomed Cr. Dobson to his first meeting as a committee member.

APOLOGIES: Chris Hazelman, Ian Fitzsimmons, Marianne Conti, Brendan Gosstray.
Apologies received: Moved Greg Beer, 2nd Mark Lambourn **Carried**

DECLARATIONS OF CONFLICT OF INTEREST: Nil

ANNUAL MEETING;

Cr. Dobson chaired the election of office bearers, with the following members elected:

Chairman – Barry Senior nominated by John Hyde, 2nd Ian Howard.

Secretary – Don Kilgour, nominated by Ian Howard, 2nd John Hyde.

Annual meeting closed 5.36 pm

General meeting commenced 5.37 pm.

MINUTES OF PREVIOUS MEETING (6th December 2007)

Moved , Chris Smith, 2nd Mark Lambourn that the Minutes of the previous meeting be accepted as a correct record. **Carried.**

BUSINESS ARISING FROM THE MINUTES

- **Arena Condition:** Mark Lambourn reported that the arena was in good condition, however he was concerned that the S.A. couch grass was causing some concern as it is hindering the growth of the legend couch grass.
- **Grandstand meeting room:** The Shepparton Football club and Cricket Shepparton who have supposed to have been completing the work, have not started the project. The President and Secretary were charged with contacting the interested parties with the aim of moving the project along.
- **Maintenance works:** Mark Lambourn reported that this year's budget providing for a replacement of the Western shelter is in place. Any other works will be planned when the cost of the stand is evident on its completion.
- **Western shelter:** The building project has commenced with the completion expected by the end of April.
- **Netball Change room:** No further information available.
- **AFL Proposed game:** The executive reported on a meeting with a VFL representative. The VFL club involved will now consider the stipulations placed on any future game proposed.
- **United coaches box wall:** The Secretary will write to the club and suggest that the job should be completed when other works that provided a scissor lift were being carried out.

CORRESPONDENCE;

Inward: From COGS re Councillor appointments to the Committee.

Outward: To John Gray, re thanks for his participation.
To Anthony Nicolaci, re VFL at the Reserve.
To Committee members, re prices for projects.

Inward Correspondence was accepted and the outward correspondence approved on the motion of Greg Beer and Paul McGrath. **Carried.**

ANY OTHER BUSINESS:

Mark Lambourn will have discussions with the appropriate Council staff about the possibility of providing centre of the road parking in Skene Street.

Chris Smith presented a draft of the master plan he is working on and will continue to add to the plan.

It was suggested that the Committee meet with the board of the GVFL some time during the football season.

Mark Lambourn advised that the damaged boundary fence along the Skene Street will be replaced.

Due to unavailability's, the April meeting of the Committee will be transferred to Tuesday 17th April

Meeting Closed at 6.50 pm.

Next Committee meeting – Tuesday 17th April 2012.

Next User Group meeting – Tuesday 13th March 2012

Don Kilgour, Secretary

	<p>David Barraclough (Capital Works Planning Coordinator) welcomed by Chair, Sharon Sellick</p> <ul style="list-style-type: none"> • David presented a detailed power point presentation on Councils Project Management Process • David thoroughly explained the importance of DAC consultation during this process and when this takes place • David also explained the importance of communication between Louise (Access and Inclusion Officer), the DAC and Council Officers to ensure feedback on projects • David explained that Access was a very important part of all projects and the importance of access being covered very early in the planning phase • David thanked the DAC for the opportunity to explain Councils Project Management Process • Sharon thanked David for his attendance and assistance in ensuring Council projects continues to include access. 	<p>Louise will continue to monitor projects as per Council's Project Management Process</p>
<p>4.</p>	<p>Adoption of previous minutes – April 27 2012 Moved: Bryan Oehm Seconded Barry Kruse All in favour. Carried</p>	
<p>5 5.1 5.2 5.3</p>	<p>Correspondence: Outgoing : NIL Incoming:</p> <ul style="list-style-type: none"> • Letter from CEO re signage on Exeloo toilets in Queens gardens • Letter from CEO re Accessible toilet with hoist and adult change facility • Healthy Snaps Events • Council Budget Sessions • Emergency Calls – Deafness Forum • Boardmaker training • Disability Act Forum – Shepparton <p>Reports: Parking sub-committee (PSC) report</p> <ul style="list-style-type: none"> • List of priorities for 2013/14 budget – The PSC requested approval from the DAC to proceed with the PSC recommendations of priorities for 2013/14 budget. Priorities as follows: <ul style="list-style-type: none"> ○ Continue with remaining DAPB projects yet to be completed in current 2012/13 budget ○ Mooroopna (McLennan St) (# 25, 27, 29) ○ Tatura – Ballantyne Centre ○ All Abilities upgrade (# 11-15) ○ Maude St (# 44) • Ballantyne Centre – Louise has been working with PSC, Darren Buchanan and other Council Officers to find best location for new DAPB. 	<p>Louise will feedback to Darren the priorities of the DAC for the DAPB program for 2012/13</p> <p>Louise will monitor progress and report</p>

<p>(5.3 cont...)</p>	<ul style="list-style-type: none"> • Saleyards parking – Louise presented plans for proposed DAPB. DAC recommended provision of 2 x DAPB instead of proposed 1 x DAPB. Also the inclusion of a pedestrian crossing point from the DAPB to the Sheep Pens. A query was raised if the toilets at the site were accessible. Louise will inspect site with relevant officers to determine further access options such as accessible toilet provisions 	<p>to DAC Louise will forward recommendations onto Gerard Milham (Council Officer).</p> <p>Louise to arrange meeting onsite with Gerard and David B.</p>
<p>6 6.1</p> <p>6.2</p> <p>6.3</p> <p>6.4</p>	<p>Deferred Items Shepparton Show Me Guidelines Brochure</p> <ul style="list-style-type: none"> • Louise feedback DAC's recommendations to Council staff. Louise received feedback that the DAC's advice was appreciated and many of the recommendations were applied such as the colour contrasting, larger font, accessible font and easy English options to be available. <p>Access barrier Vaughan St/ Welsford St</p> <ul style="list-style-type: none"> • Hazard has been reported to relevant Council staff. • Louise advised Council will address this hazard when planning for the pedestrian crossing proposed for this area. <p>Communication Book – for Community Engagement</p> <ul style="list-style-type: none"> • Louise is currently working on planning for community consultation for the next Council Plan. • Louise is working with a Speech Pathologist (Karen Oswald) from Ovens and King who is assisting to develop an accessible communication book which can be used across all departments to assist with community consultation. • This will assist with people who have complex communication difficulties, literacy difficulties and the CALD community. • Shepparton Council will be the first in the Hume region to produce this type of communication tool specific for Council • Meetings have been organised with Customer Service staff to tailor make a book specific to their needs <p>Vaughan/Maude St Bus interchange update re toilets</p> <ul style="list-style-type: none"> • Louise updated DAC on meetings she has been attending in relation to propose development at Vaughan/ Maude St to upgrade the Bus interchange • Louise explained she raised the issue of not having an accessible toilet which includes a hoist and adult change facility in the CBD and the possibility of this being included in the proposed plans for the 	<p>Louise will monitor progress and report to DAC</p> <p>Louise will report to DAC on progress of this project at each meeting.</p> <p>Louise will continue to be involved in planning process of this major project and feedback progress to DAC</p>

<p>6.4 cont...</p>	<p>Vaughan/Maude St upgrade.</p> <ul style="list-style-type: none"> • Discussion about the appropriate location of such a facility in the CBD and some members of the DAC expressed concern that the location near the proposed bus interchange will be too far from the central CBD. • Discussion about a more appropriate location such as the toilets under the Telstra Tower in the Mall. • It was agreed that all members understand this was a costly project and therefore the importance that the location must be appropriate due to the cost. • Discussion about the timing opportunity of Council Budget Community Consultation and perhaps there was an opportunity for the DAC to approach the Council as a group during the next Councillor's meeting. • Anyone interested to attend this meeting (Tuesday 19 June) and speak on behalf of the DAC about the provision of including budget consideration for 2013/14 (planning?) and 2014/15 (implementation?) to include an accessible toilet with hoist and adult change facility in the central CBD; please contact Louise and she will arrange further details. 	<p>DAC members to contact Louise if interested in talking to Councillors re the toilet proposal.</p>
<p>6.5</p>	<p>ACLatch update</p> <ul style="list-style-type: none"> • David H spoke about photo opportunity at Nancy Vibert Child Care Centre • Latches are installed at child care centre and All abilities Play ground • Media has been released on project • Louise passed around copy of article in News Weekly and Council website. • Concern about hand access to actual key lock • Keys will be housed at Visitor Information Centre, Shepparton Police Station and Council Office (Welsford St) • Security deposit of \$15 required. 	<p>Louise to ensure key is available at the three locations with relevant information for the Community</p>
<p>6.6</p>	<p>Bangarang Audit</p> <ul style="list-style-type: none"> • Sharon spoke on a recent access audit to the Bangarang History Walk with Louise and Sharlene Putman (Council Officer) • This particular walk was specifically requested by the Councillors • Walk was found to be not accessible and a power point presentation was developed by Louise and access barriers were highlighted in this presentation • Relevant Council Officers have been made aware of access concerns via Louise 	<p>Louise will feedback to Council Officers and monitor accessibility of this project and all history walks which have involved audits and report progress to DAC</p>



**MINUTES OF MEETING
DEAKIN RESERVE ADVISORY COMMITTEE
Tuesday 12th June 2012
5.30pm at Deakin Reserve.**

CHAIRMAN – Ian Howard (Acting)

PRESENT:

Mark Lambourn, Greg Beer, Chris Smith, Marianne Conti, John Hyde, Chris Hazelman, Paul McGrath, Don Kilgour, Ian Fitzsimmons.

APOLOGIES: Cr. Geoff Dobson, Barry Senior, Brendan Gosstray.

Apologies received: Moved Paul McGrath, 2nd John Hyde **Carried**

DECLARATIONS OF CONFLICT OF INTEREST: Nil.

MINUTES OF PREVIOUS MEETING (17th April 2012)

Moved , Greg Beer, 2nd Chris Smith, that the Minutes of the previous meeting (as circulated) be accepted as a correct record. **Carried**

BUSINESS ARISING FROM THE MINUTES

- **Arena Condition:** Mark Lambourn reported that the arena was in good condition considering the amount of use it has had. There are signs of wear along the centre corridor. There are no plans to shift the centre square at the moment but that option will be monitored.
- **Grandstand meeting room:** Mark Lambourn reported that the project had almost been completed. The air conditioner still had to be wired in. A meeting will be scheduled by Council to make final arrangements for the use of the room.
- **Maintenance works:** Mark Lambourn reported that this year's budget has been expended and there is no capitol works budget for Deakin Reserve provided for in the next Council budget.
- **Western shelter:** The building project has been completed; the stand was officially opened on Saturday 19th May. Hand rails are now in place. It is expected that associated works such as bollards behind the shelter and disabled access paths will be completed as soon as possible.
- **Skene Street fence and gates:** The project has been completed and the committee is delighted with the quality of the fence.
- **Eastern shelter:** Funding has not been allowed for in the next Council budget.
- **Netball Change room:** The Committee resolved to continue to pursue the establishment of Netball change rooms.
- **United coach's box wall:** The covering of the wall with a protective material was completed as a part of the associated works with the grandstand meeting room.
- **Master Plan:** Chris Smith presented a second draft of the Deakin Reserve master plan. The committee thanked Chris for his contribution. A copy of the plan will be provided for all Committee members. The Committee will further discuss the plan at the next meeting with the intention of presenting a completed plan to Council.

- **Skene Street parking:** Mark Lambourn reported that the proposal has been accepted as a possibility and Council staff is examining the road traffic laws and requirements for centre of the road parking before a final proposal can be presented.

CORRESPONDENCE;

Inward: From Shepparton Football Club re the Hot Dog stand and the state their rooms were left in following the cricket grand final. (A copy of their correspondence was forwarded to Cricket Shepparton and Central Park/St Brendan's club). The Secretary reported on a meeting held with the Club re the redevelopment of the facility.

From COGS re the placement of a sign on the fence in front of the grandstand. **Motion;** Moved Mark Lambourn, 2nd Ian Fitzsimmons ; That an advertising space on the arena fence, between the players entry gate and the eastern interchange shelter, be permanently provided for the placement of applicable signs by the City of Greater Shepparton. **Carried**

Outward: To Norm Gillespie - re the siren and public address system.
To Users - re ground use procedure document.
To users – re signage procedure document.

Inward Correspondence was accepted and the outward correspondence approved on the motion of Ian Fitzsimmons and Chris Smith **Carried.**

ANY OTHER BUSINESS:

- **Unauthorised use of the reserve;** Mark Lambourn reported on two incidents of unauthorised use of Deakin Reserve by the Notre Dame Football club. The playing of a night match under lights was particularly concerning. The Council has acted to advise the club that any further unauthorised use could result in loss of playing facilities as provided for in the ground use procedure document.
- **Toilets;** It had been reported to the Committee that the toilets were often in a dirty condition and were not being cleaned by users. The Committee resolved to write to the users and remind them of their responsibility regarding toilet cleaning.
- **History;** It was suggested that the Committee could investigate how the history of the Reserve could best be promoted at the ground.

Meeting Closed at 6.55 pm.

Next Committee meeting – Tuesday 14th August 2012.

Next User Group meeting – Tuesday 10th July 2012

Don Kilgour, Secretary

Assemblies of Councillors

Briefings or meetings involving one or more Council officers and four or more councillors and meetings of advisory committees of which at least one councillor is a member are assemblies of councillors, as defined in the Local Government Act 1989 and must be properly recorded. An electronic copy of that record saved in the TRIM folder "Assemblies of Councillors" (folder 37/208/0011) and recorded on the Register M09/3170.

Name of Meeting Art Gallery Advisory Committee

Date of Briefing: 15 August 2012

Attendees (including those who may have only attended for part of the briefing):

Councillors:

Michael Polan

Officers:

Ryan Johnston – Acting Director

Romola Hopman – Acting Administration Officer

Disclosures of Conflicts of interest: NIL

Councillors:

Officers/Contractors:

Matters Considered:

Redevelopment – Shepparton Art Museum

Friends of Shepparton Report

Exhibitions

Additional Matters Raised (if any):

Outcomes:

Record of Assembly of Councillors

Record in accordance with section 80A(1) of the *Local Government Act 1989*

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Name of meeting: **Women's Charter Alliance Advisory Committee Meeting**

Date of meeting: **Monday 17 September, 2012**

Attendees

Councillors: Cr Jenny Houlihan (Charter Champion)

Staff: Wendy Clark, Belinda Collins, Amy Jones, Lisa Eade, Joan Brittain

Community Members Pat Moran

Matters discussed

1. Welcome/Acknowledgement
2. Review previous minutes and actions
3. Branding/promotion of the Committee
4. Think More Women for Local Government Information Session
5. Greater Shepparton Local Government Women's Charter Action Plan

Conflict of Interest Disclosures

Matter No.	Names of Councillors who disclosed conflicts of interest	Did the Councillor leave the meeting?
None	None	None

[Note: Details of matters discussed at the meeting that have been designated confidential under section 77 of the Local Government Act 1989 are described in a separate "confidential addendum" that will be reported to the next closed Council meeting]

Assemblies of Councillors

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Name of Meeting Arts Co-ordinating Group

Date of Briefing: 20 September 2012

Attendees (including those who may have only attended for part of the briefing):

Councillors:

Cr Cherie Crawford

Officers:

Stephen Donnelly

Carrie Donaldson

Julian Bowron

Samantha Chambers

Andrew Holloway

Disclosures of Conflicts of interest:

NIL

Matters Considered:

Summary of 2011/2012 Funding

2012/2013 Funding

Marketing & Promotion of fund

Current Applications (36 Degrees South & Shepparton Brass Band)

Additional Matters Raised (if any):

Outcomes:

Stephen Donnelly to design a media release ready for when the caretaker period finishes.

Stephen Donnelly & Samantha Chambers to meet with 36 Degrees South & Shepparton Brass Band representatives to discuss questions raised at the meeting.

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Name of Meeting Art Gallery Advisory Committee

Date of Briefing: 19 September 2012

Attendees (including those who may have only attended for part of the briefing):

Councillors:

Michael Polan

Officers:

Julian Bowron – Acting Director

Sheron Stevens – Administration Officer

Disclosures of Conflicts of interest: NIL

Councillors:

Officers/Contractors:

Matters Considered:

Acquisitions

Friends of Shepparton Report

Directors Report –

 Restructure

 Redevelopment – Shepparton Art Museum

 Staff

 Exhibitions -2012 Sidney Myer ACA

 Exhibitions - 2013

Additional Matters Raised (if any):

Outcomes:

