



GREATER SHEPPARTON
CITY COUNCIL
**ANNUAL
REPORT
2024-2025**
COUNCIL PLAN IN ACTION

GREATER
SHEPPARTON



Traditional Owners

We, Greater Shepparton City Council, acknowledge the Yorta Yorta Peoples of the land which now comprises Greater Shepparton, we pay our respect to their tribal elders, we celebrate their continuing culture and we acknowledge the memory of their ancestors



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Message from the Mayor

I am proud to present the 2024–2025 Annual Report for Greater Shepparton City Council – reflecting on a year marked with positive change, financial stability and strategic progress.



This past year has been one of transition. As we moved from the previous Council term into a new one, our focus as a new Council cohort was clear: to build strong relationships among Councillors and with our community. This solid foundation enabled us to hit the ground running and deliver on key responsibilities, including the completion of all mandatory training and the adoption of our strategic documents for the coming years, including the Council Plan, Financial Plan, and other guiding frameworks. This work helped set the strategic direction for Council, one which is centred around our commitment to maintaining a thriving region for the community now and into the future.

As a Council, we continued the hard work to strengthen our financial position, ensuring long-term stability and the capacity to invest in the future. We set a clear path towards financial recovery, with difficult but necessary decisions made to provide us with a stronger financial foundation that allows us to look forward with confidence.

Our commitment to sound financial management supported a wide range of initiatives within the community, including investing in our existing assets to ensure our facilities remain fit for purposes and are well equipped to support the growing needs of the region.

Some of the highlights from the year include:

- **Community Grants Program:** Over \$450,000 awarded to 115 successful applicants, supporting grassroots initiatives, multicultural celebrations, youth programs, heritage conservation, and sporting clubs.

- **Major road upgrades:** Several important road upgrades were undertaken to improve safety, drainage and traffic flow in key areas, including the Poplar Avenue and Orrvale Road intersection upgrade.
- **Key infrastructure projects:** Including the commencement of works at GV Link Enterprise Park, confirming the future direction for Princess Park following the 2022 flood event, a revised concept plan for the Shepparton Sports & Events Centre, Drummond Road drainage construction and Stage 1 of the Lenne Street Drainage Upgrade Works.
- **\$44.71 million capital works program:** The 2024-2025 program included several major upgrades to facilities across the municipality, including the Tatura Park Western Oval lighting, Shepparton BMX Multi Use Events Pavilion, Tatura Skate Park, and Wanganui Oval lighting and irrigation. It also included more than \$1.2 million for footpath renewals and over \$285,000 for playground shade sails.
- **Improved connectivity across the region:** New cycling paths and safety improvements across key corridors, promoting active transport and healthier lifestyles, including new a Grammar Park and Yanha Gurtji Shared Path.
- **Extensive Road Resealing Program:** More than \$6.35 million was spent on 42 roads within the region. The 2024-2025 program covered close to 50km of roads in 19 locations across Greater Shepparton.
- **Major sporting events:** We hosted many major sporting events, including the AusCycling BMX Racing National Series, Bowls Victoria Novice State Carnival, Softball Victoria Masters Championships, pre-season friendly between Melbourne Victory and GV Suns, and the AFS Shepparton Cup. These events brought thousands of visitors to our region, injected a significant economic boost into the economy, supported our many accommodation and hospitality providers, and confirmed our reputation for hosting world-class sporting events.

- **Creative and cultural events:** We hosted a jam-packed events schedule, including the Shepparton Festival, Converge on the Goulburn, Melbourne to MOVE Rally, Spring Car Nationals, GT Nationals, and several major exhibitions at the Shepparton Art Museum including Brett Whiteley: Insite the Studio.
- **Celebrating our volunteers:** Another successful Greater Shepparton Volunteer Recognition Awards, with 41 nominations received from our region's amazing volunteer network.

These achievements are a testament to the passion of our community, dedication of our Council team, and the vision of our Council. Together, we've delivered programs that not only strengthen community connections but also generate significant economic and social benefits.

Looking ahead, we remain focused on positioning Greater Shepparton as an agricultural powerhouse, a host for national events, and a region that advocates strongly for what is right for our community. Whether it's through innovation, infrastructure, or growth, we will continue to lead with purpose and strive to deliver a city of regional significance for everyone to enjoy.

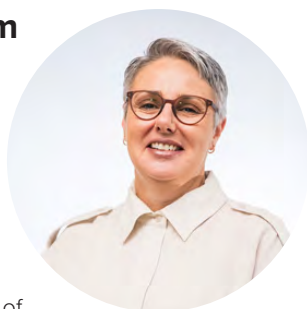


Cr Shane Sali
Mayor



Message from the CEO

As we mark the conclusion of the 2021–2025 Council Plan, I am proud to present this Annual Report, which reflects a year of remarkable achievement, collaboration, and community impact.



Over the past four years, we have worked with purpose and determination to deliver on our strategic commitments, and in this final year, we successfully delivered almost all of the ambitious targets set out in the plan.

This achievement is a testament to the unwavering commitment, energy, and focus of our staff. Their professionalism and passion have driven the delivery of impactful programs, infrastructure projects, and community initiatives that continue to shape a stronger, more vibrant Greater Shepparton.

Throughout the year, we celebrated many milestones, including:

- Achieving an **operating surplus** that exceeded expectations, reflecting strong financial management and a disciplined approach to budgeting.
- Delivering key infrastructure projects such as the **GV Link Enterprise Park, Yanha Gurtji Shared Path** extension, and the **Tatura Skate Park**, while also confirming the future direction for the redevelopment of **Princess Park** following the 2022 floods.
- Hosting record-breaking events like the **AFS Shepparton Cup** and the **GT Nationals**, which brought thousands of visitors and significant economic benefits to our region.
- Delivery of a revised and fit-for-purpose **Shepparton Sports & Events Centre** concept plan, paving the way for a transformative regional facility.

- Strong performance in **emergency management and flood recovery** via our Resilience in Recovery Program, demonstrating our capacity to respond effectively and support our community in times of need.
- Delivering community-focused initiatives such as the **Empowering Early Years Recruitment Day, Volunteer Recognition Awards**, and the **Activities in the Park** program.
- **Enhancing safety and accessibility** through upgrades to intersections, drainage networks, and school crossings.

We also placed strong emphasis on internal improvement, with a focus on enhancing organisational efficiency. This included undertaking targeted program reviews and streamlining processes to better meet the evolving needs of our community and our staff.

We reflected deeply on our current **workplace culture** and the culture we aspire to build for the future, one that is people-centric, customer-focused and high-performing. Our commitment to delivering a better experience for our customers led to the development of a new **Customer Experience (CX) Strategy and Commitment**, setting a clear direction for how our community access services and engage with us.

We also experienced a very proud moment with Council's **best Community Satisfaction Survey results in eight years**. The 2024–2025 survey showed a strong uplift across many indicators, with 43 areas improving and our overall performance score returning to 64, matching our highest rating in recent years and placing us well above both the state-wide and regional averages.

These results are a direct reflection of our staff's commitment to delivering high-quality services and engaging meaningfully with our community. These achievements are not just numbers, they represent the trust and confidence our community places in us. They also highlight the pride our staff take in their work and the positive impact they have on the lives of those we support.

In what has been a highly successful and productive 12 months, I would like to acknowledge the guidance and support of our Councillors, whose leadership has ensured that our decisions remained aligned with the needs and aspirations of our community. Their vision and stewardship have been instrumental in shaping a more connected, inclusive, and prosperous region.

Importantly, our progress would not have been possible without the strong partnerships we have built with local organisations, service providers, and the broader community. Together, we have navigated challenges, embraced opportunities, and worked collaboratively to deliver meaningful outcomes for the people of Greater Shepparton. Your collaboration has been essential to our shared success.

As we look ahead to the next four-year strategic cycle, we do so with confidence and optimism. The foundations laid over the past four years position us well to continue building a Greater Shepparton that is well planned, connected, inclusive, and thriving.

Thank you to everyone who has contributed to this journey. The outcomes we've achieved together will continue to benefit our community for years to come.



Fiona Le Gassick
Chief Executive Officer



Welcome

Welcome to the
2024-2025 Annual
Report for Greater
Shepparton City Council.

This report provides a comprehensive account of Council's achievements, challenges and aspirations for the future.

The Local Government Act 2020 requires all councils to present an Annual Report at a meeting of Council open to the public by no later than 31 October 2025.

The report details our performance against our commitments as set out in the Council Plan 2021–2025 and provides an analysis of our financial performance. This report also demonstrates the breadth of our operations and the diversity of services delivered on a daily basis to the Greater Shepparton community.

The Annual Report is an opportunity to acknowledge all of the great things that have happened across the municipality over the past 12 months and note the challenges that have marked the year.

We hope you enjoy reading about the 2024-2025 year and we thank our community for their continued support and direction.

FRONT COVER PHOTOS: Clockwise from top left: Business Festival, Tatura Skate Park, National Tree Day, Asia Fruit Logistica, Orrvale Rd and Poplar Ave Roundabout, Tallygaroopna Movie Night - Activities in the Park, Queens Gardens, Winter City Market. Middle: Aquamoves

How the Annual Report integrates with our planning, reviewing and reporting

Council's Integrated Planning and Reporting Framework begins with the community's aspirations for a period of at least 10 years. It includes a suite of integrated plans that set out the strategic objectives, priorities and actions required to achieve the **Community Vision**. It involves a reporting framework to communicate to Council and the community on the progress and achievements.

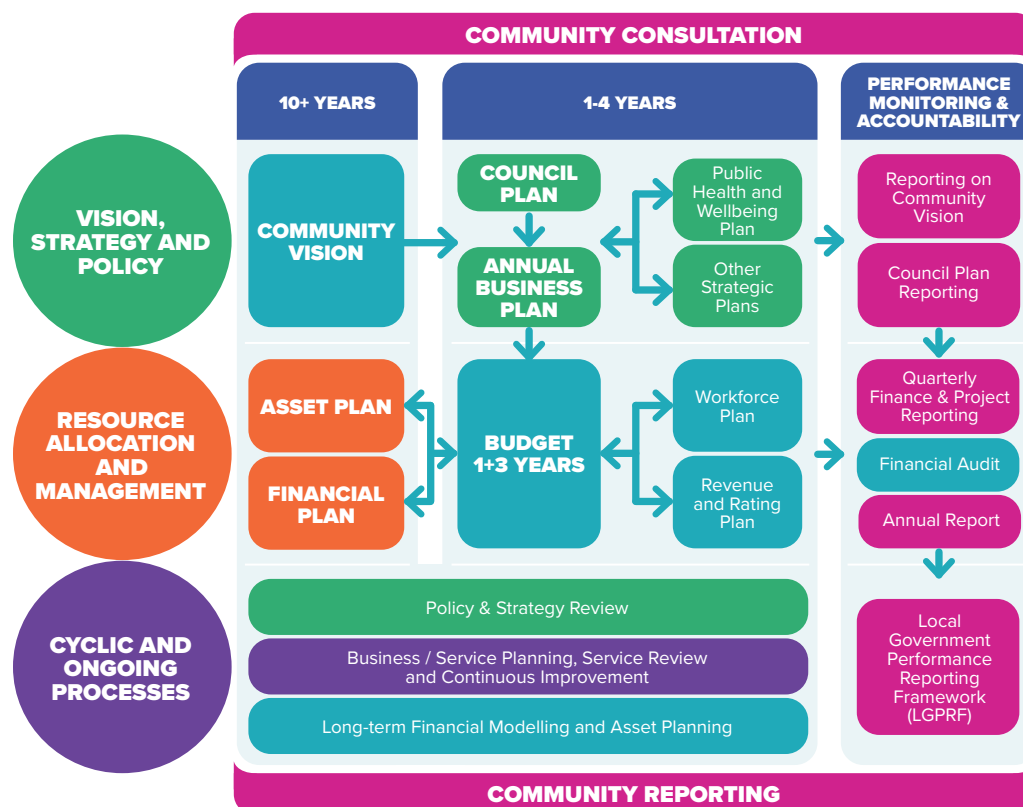
The **Council's Financial Plan** is a 10-year forecast of Council's finances that guides how the community's needs and aspirations in the Council Plan and Community Vision will be resourced.

The **Financial Budget** also follows the key financial principals adopted as part of the Council Plan, in particular developing a financially sustainable budget.

The **Council Plan** is a legislated document that states the strategic direction of Council over the next four years. The Council Plan details the strategic objectives that influence the priorities of the Councillors during their term in office. The Council Plan guides decision making, and the allocation of resources to deliver outcomes and services to the community.

Annual Business Plans provide the road map as to how services and projects will be delivered and set out key performance indicators to be achieved.

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



How to read this report

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

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

The report is divided into:

Part One - Overview

Find out all about Greater Shepparton and your Council.

Part Two - Performance Report

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

Includes what we have undertaken to achieve our strategic direction over the last financial year in the areas of vibrant and diverse economy, community leadership, environment and climate emergency, infrastructure and technology, and social responsibility and wellbeing, as well as our Sustainability Report.

Part Three - Governance Report

Presents the Corporate Governance and statutory information.

Part Four - Financial Report

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

Giving feedback

We are keen to hear any thoughts or ideas regarding the Annual Report. If there is information that you think needs to be included or any ideas on how we can improve the document, please let us know at council@shepparton.vic.gov.au.







Part 1: Overview

Where your rates were spent
in 2024/202512

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Services 30

Councillor Profiles 32

Directors 45

Staff..... 52

Recognition Awards 58

Volunteers 65

Where your rates were spent in 2024/2025

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









Community Vision

“

A diverse, vibrant and connected community
valuing accessible opportunities for everyone.

We adapt and respond in a way that is innovative,
sustainable and accountable.

We acknowledge where we have been and look
forward to where we are going.

Together we are Greater!

”

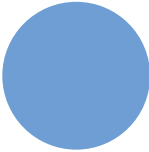
About Greater Shepparton

Location



Our towns and locations

While the city of Shepparton sits at the heart of the municipality of Greater Shepparton, there are over 50 wonderful towns and locations that contribute to the region’s reputation for diversity and culture.



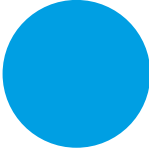
Arcadia
A small, rural community known for its agricultural activities, particularly dairy farming and fruit orchards.



Merrigum
A charming rural town with agricultural heritage and a strong sense of community, Merrigum offers a glimpse into the relaxed and welcoming lifestyle of regional Victoria.



Ardmona
Nestled amongst orchards, Ardmona is a vibrant fruit growing region located in close proximity to Mooroopna.



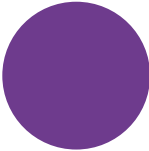
Mooroopna
A vibrant and thriving community surrounded by orchards, agriculture and horticulture, river and parklands, with infrastructure, transport and services to match the community's growth and need.



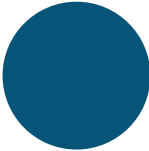
Bunbartha
A peaceful rural community known for its productive dairy farming and agriculture, Bunbartha is nestled near the Goulburn River, offering scenic landscapes and a strong community spirit that reflects its close-knit, welcoming nature.



Murchison
Nestled on the banks of the Goulburn River, Murchison's local history provides a unique identity and civic pride.



Congupna
An attractive rural district with a vibrant, friendly and active community known for its great community spirit.



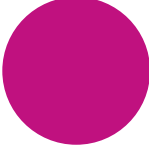
Shepparton
A vibrant regional hub renowned for agriculture, multiculturalism, Goulburn River, and vibrant community events showcasing food, arts, and culture.



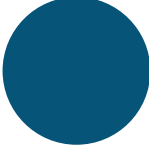
Dookie
A unique and vibrant town with distinctive natural features, a mix of community activities for all ages, progressive agricultural production and an education campus.



Tallygaroopna
A safe, friendly community not far from the urban centre of Shepparton, providing an exceptional sense of community and rural accessibility for its residents and visitors.



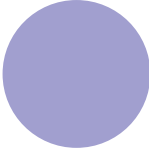
Katandra
A proud and welcoming community surrounded by farmland which has a range of sustainable activities, facilities and services for residents.



Tatura
A charming rural town with a rich agricultural heritage, home to Tatura Milk Industries and a range of farming enterprises such as fruit orchards and dairy farms.



Kialla
A peaceful and cohesive community with enhanced facilities for residents that promote healthy activity and interaction of the community, based on our lakes and open environment.



Toolamba
Surrounded by a rich agricultural landscape and bordered by the Goulburn River, this little town with a big heart is supported by a variety of community organisations and committees.

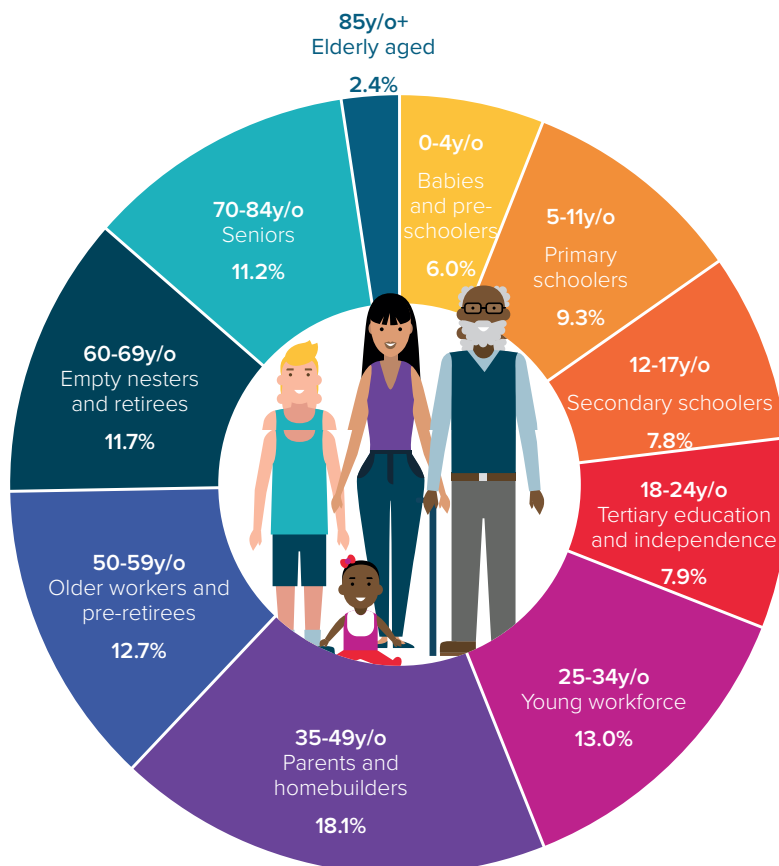
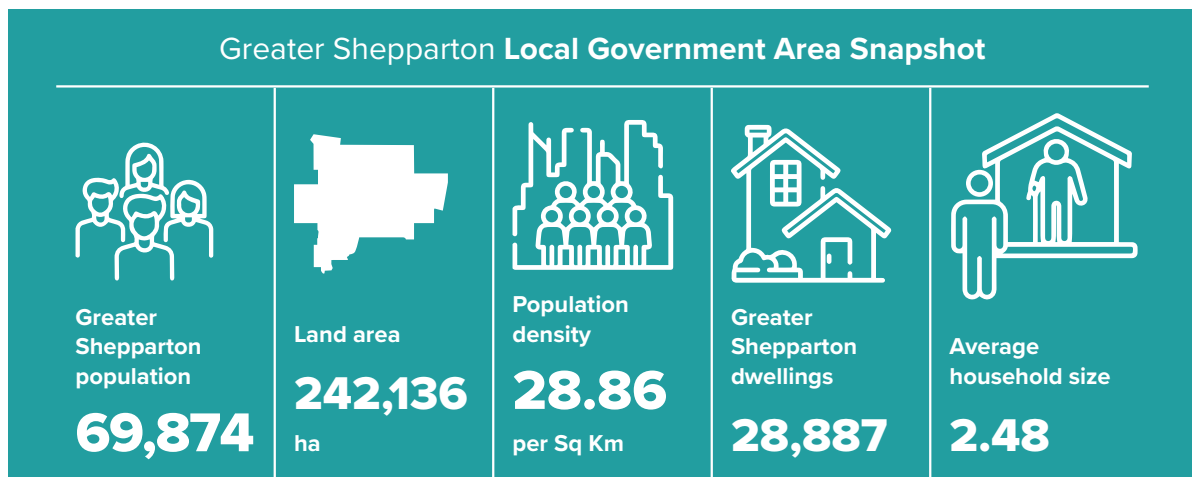


Lemnos
Historic Lemnos was established in the 1920s as a soldier settlement. Today, it features orchards, dairying, and the Campbell's Soup factory with its iconic water tower.



Undera
Located in the heart of the Goulburn Valley irrigation area close to a westerly bend of the Goulburn River, Undera is widely known for mixed grazing and agriculture industries.





26.9%

of households in Greater Shepparton are **couples with young children**, totaling 7,185 families, according to the latest Census data (2021).

The Greater Shepparton **population** forecast for 2025 is 71,028, and is forecast to grow to

76,229 by 2036.

19.2%

of Greater Shepparton's population was aged **65 years or over** according to the latest Census data (2021), compared to 22.3% in regional Victoria.

Greater Shepparton Education and Child Care Snapshot

3tertiary
education
providers**1**

specialist school

**1**state secondary
school**26**primary
schools**12**private and
catholic schools**14**council run
children's
services sites

Greater Shepparton Diversity Snapshot

17.4%of people were
born overseas,
compared with**12.4%**

in regional VIC

3.9%of Greater
Shepparton's
population identify
as Aboriginal or
Torres Strait Islander**4,932**people (or 7.2% of the
population) reported
needing help in their
day-to-day lives
due to disabilityAlbania, Afghanistan,
Philippines, United
Kingdom, Turkey,
India, Iraq, Italy,
Pakistan and New
Zealand are the**top 10**

countries of origin

17.6%of people spoke a
language other than
English at home

Greater Shepparton Liveability Snapshot

Median house
valuation of**\$465,000**Median
unit valuation of**\$395,000**Median
house
rental of**\$470**
per weekMedian unit
rental of**\$395**
per week

Greater Shepparton **Economy Snapshot**

Gross Regional Product was
\$4.99 billion



Manufacturing led in imports, reaching
\$1.427 billion
in 2023/2024



Manufacturing led in exports, reaching
\$1.254 billion
in 2023/2024



Construction had the highest local sales, generating
\$1.179 billion
in 2023/2024



7,172
businesses registered in 2024



Health care and Social Assistance led in productivity (value added), generating
\$768 million
in 2023/2024



The Agriculture, Forestry and Fishing industry had the largest number of total registered with
1,336 businesses

Greater Shepparton **Visitor Economy Snapshot**

Based from year ending December 2024, Greater Shepparton had a **tourism value of \$371 million**



Total visitors
1.2 million



Overnight visitors
424,000



2024/2025 year in review

July 2024

Work begins on new Council Plan

Work commenced on the new Council Plan 2025 – 2029, with Council seeking initial ideas and feedback from the community to help confirm the vision for Greater Shepparton.

An initial online survey was available via the Shaping Greater Shepparton website, with residents able to register their interest in joining a Community Panel to represent the community in targeted workshops.

Shepparton Regional Saleyards operator announced

Council awarded the operations of the Shepparton Regional Saleyards to Regional Livestock Exchanges (RLX).

The lease of the facility, commencing 1 January 2025 for 10 years and including an additional four options of five years, ensures that the Shepparton Regional Saleyards remains a major regional stock selling complex.

Yanha Gurtji shared path extension completed

Council completed the “Yanha Gurtji” shared path network extension along the Goulburn River, west of Waters Reserve and through to The Boulevard via Waters Road in Shepparton.

The 750 metre long and 2.5 metre wide shared path accommodates and promotes pedestrians, prams, and cyclists to get outdoors, utilise the new connection and experience our natural river and bushland environment.



Annual Report 2024 - 2025

August 2024

Three point basketball court construction complete in Kialla Lakes and Merrigum

The three point basketball court construction projects in both Kialla Lakes and Merrigum were completed in August 2024.

The projects, identified through Community Action Plans and funded through Council's 2023-2024 Capital Budget, were long-awaited facilities for both communities to use and enjoy.

Council endorses way forward for Shepparton Sports & Events Centre

At the August 2024 Council Meeting, Council endorsed a concept plan for the re-design of the Shepparton Sports & Events Centre.

The concept design presented a staged approach after a revised model was agreed upon to ensure a more achievable and affordable project.

Council endorsed an option for Stage 1, estimated at \$33 million, with the design including four multi-use courts with retractable seating for up to 3,000 spectators, cafe/kitchen area, reception with a 180-degree vision of the stadium, changespace facilities, office space and storage, meeting room, additional accessible toilets, and space for future development.





September 2024

Melbourne Victory vs GV Suns

A pre-season friendly was played between Melbourne Victory and the Goulburn Valley Suns on 7 September 2024 at Shepparton Sports City. The match drew an impressive crowd of over 2,000 attendees with many travelling from Melbourne, regional Victoria and southern NSW, eager to witness the clash.

The event, a standout on the local sporting calendar, highlighted the top regional and national football talent and garnered strong community support.

New speed zones for Echuca Road, Mooroopna and Verney Road, Shepparton

New speed limit changes were introduced along Verney Road, Shepparton and Echuca Road, Mooroopna, as part of a broader strategy to reduce traffic-related incidents and create safer environments for both motorists and pedestrians.

Echuca Road, between Cornish Road and Gange Street, and Verney Road, between Ford Road and the Goulburn Valley Highway, changed from 80km/h to 60km/h. Additionally, a new 40km/h school zone was introduced on Verney Road along the school frontage to increase safety for students.

Asia Fruit Logistica 2024

Council partnered with Fruit Growers Victoria to host a trade stand at Asia Fruit Logistica in Hong Kong, with Council representatives, local growers and industry leaders forming a strong regional delegation.

Asisa Fruit Logistica, the premier trade event for fresh produce across the Asia-Pacific, provides a unique opportunity to showcase Greater Shepparton's high-quality produce, connect with global markets, and promote the region as the 'Fruit Capital of Australia'.



October 2024

Council celebrates success of second Empowering Early Years Recruitment Day

Council's second Empowering Early Years Recruitment Day was held in October 2024 at the McIntosh Centre in Shepparton.

The event, aimed at addressing the growing demand for early childhood educators while simplifying the application process, saw a significant turnout and reaffirmed Council's commitment to supporting the future of early childhood education in the region.

Orrvale Road and Poplar Avenue roundabout works complete

Works to construct a roundabout at the intersection of Orrvale Road and Poplar Avenue in Shepparton were completed in October 2024.

The construction of the roundabout, funded through the Federal Government's Black Spot Program, increases traffic safety at this important intersection.

AFS Shepparton Cup breaks records

The Australian Football Skool's (AFS) Shepparton Cup took place on the last weekend in October, which was the largest weekend junior football tournament in Australia ever hosted.

With a record-breaking 313 teams competing across 21 divisions, the tournament saw close to 4,000 players showcasing their talent on 38 pitches spread across the region.

Over three action-packed days, 755 games were played, with the tournament attracting more than 10,000 visitors, with an estimated \$3-\$4 million generated for the region.

Local Government Election

The Local Government elections were held on Saturday 26 October 2024.

At the time of the 2024 General Election, Greater Shepparton City Council changed to a single member councillor ward structure – nine wards with one Councillor per ward.

2024/2025 year in review

November 2024

Councillor Sali elected as Mayor, Councillor Brophy elected as Deputy

Councillor Shane Sali was elected as Mayor of Greater Shepparton City Council for two years at an Additional Council Meeting held on 19 November 2024.

Councillor Anthony Brophy was elected as Deputy Mayor for one year.

Greater Shepparton Visitor Centre awarded at the 2024 Victorian Tourism Awards

The Greater Shepparton Visitor Centre was awarded silver at the 2024 Victorian Tourism Awards.

The Visitor Centre received silver in the Visitor Information Servicing category, following over 12 months of work through several campaigns, including Home for the Holidays, the TAC Pause Stop premium location and the Cup of Shepp & GV.

December 2024

62 new heritage plaques installed across Greater Shepparton

Council, in partnership with the Greater Shepparton Heritage Advisory Committee, completed the installation of 62 heritage plaques across the region.

The plaques celebrate and acknowledge the rich history of buildings and structures in Greater Shepparton.

Each plaque is equipped with a QR code, allowing the sharing of information, storytelling, graphics, images and maps, ensuring the heritage plaques remain a dynamic and evolving resource.

Mayor Councillor Sali re-elected to Chair of Regional Cities Victoria

Mayor, Councillor Shane Sali, was re-elected as Chair of Regional Cities Victoria (RCV) for 2025, having previously served as Chair in 2024 and Deputy Chair in 2023.

RCV is a leadership group comprising of the Mayors and CEOs of the 10 largest regional cities, with members working co-operatively to build a sustainable Victoria through regional growth.

Textiles recovery service ends

Changes to Council's textiles recovery service occurred in December 2024, with the collection and processing contractor ceasing the service due to ongoing challenges within the textile recycling industry.

More than 20 tonnes of textiles had been collected and diverted from landfill since the contractor was engaged in October 2023.

Council Officers began investigating alternative services, with the service reinstated in July 2025.

Shepparton Carols by Candlelight 50th anniversary event

The Shepparton Carols by Candlelight 50th anniversary event was held in December 2024, with special videos and slideshows celebrating the community, personalities and talents that have contributed to the event over its history.

January 2025

Calder Woodburn Memorial Avenue nameplate replacement complete

Council, alongside the Calder Woodburn Memorial Avenue Advisory Committee, replaced 54 nameplates along the memorial avenue, recognising fallen servicemen from World War II who came from the Goulburn Valley.

The Calder Woodburn Memorial Avenue is Australia's longest eucalypt memorial avenue, spanning almost 20 kilometres and including over 2,400 native trees.





New school crossing supports students relocating to former Wanganui campus

A new school crossing was opened at the site of the former Wanganui Park Secondary College campus on Parkside Drive, Shepparton.

The school crossing was a necessary addition as junior students from the Banmira Specialist School (formally Verney Road School) prepared to relocate to their new facility.

February 2025

New waste contract commences

The region's new waste contract with FOOTT, Biomix and Cleanaway commenced on 1 February 2025.

Shepparton Cycling Velodrome lighting shines bright

Upgraded lighting at the Shepparton Cycling Precinct Velodrome was officially completed in February 2025, thanks to the Victorian Government's Regional Sports Infrastructure Program.

The improved lighting meets AusCycling's 300 lux LED lighting standard and is a boost to local club training and competition activities, ensuring the venue can support major BMX events, including warm-up requirements, team pit areas and pre-event staging components.

\$8.5 million funding secured for GV Link Enterprise Park

Council's GV Link Enterprise Park Project became one step closer thanks to an \$8.5 million investment by the Australian Government.

The funding, supported by \$14.4 million already committed by Council, would deliver critical enabling works, including road connections into the new freight precinct located at 250 Toolamba Road, Mooroopna.

March 2025

Victoria Park Lake Skate Park lighting complete

Installation of floodlighting at the Victoria Park Lake Skate Park in Shepparton was completed in March 2025.

The lighting features automatic controls that activate at low light levels and deactivate at predetermined times, ensuring the facility remains a safe and welcoming space for local skaters, BMX riders, and visitors.

GT Nationals a roaring success

Over 4,000 visitors and around 400 GTs descended on the region in March 2025, for the 2025 Falcon GT Nationals – the 20th Nationals hosted by The Falcon GT Club of Victoria.

This iconic event was a kick start to Greater Shepparton's peak event season, bringing positive economic impact to the municipality, welcoming thousands of visitors, filling accommodation and creating business opportunities for local retailers and industry suppliers.

Contract awarded for GV Link Enterprise Park Stage 1

Council awarded the contract for Stage 1 to BMD Constructions Pty Ltd at its March Council Meeting, making a significant step toward the project's commencement.

The \$21.3 million contract involved the development of the first four-lot subdivision of the site, including a roundabout upgrade at the intersection of Toolamba and Simson Roads, along with the supply and extension of essential services to the site.





2024/2025 year in review

\$5 million announced for major intersection upgrade

A \$5 million commitment by the Australian Government was announced in March 2025 for the intersection of the Goulburn Valley Highway (Numurkah Road) and Hawkins Street in Shepparton.

Funded through the Safer Local Roads and Infrastructure Program, the \$6.38 million upgrade, partly funded by Council, will enhance safety and accessibility at the intersection, provide a safe crossing point for pedestrians and reduce current unsafe access in and around the area.

Lenne Street Drainage Upgrade works commence

The contract for Stage 1 of the Lenne Street Drainage Upgrade in Mooroopna was awarded to local company Jarvis Delahey Contractors Pty Ltd at the March Council Meeting.

The project, split into two stages for delivery, involves improvements to the existing stormwater drainage network to mitigate issues during sudden heavy downpours.

April 2025

Securing Greater Possibilities for Greater Shepparton

Council launched its Greater Shepparton Australian Government Priorities 2025/26 in a bid to secure funding for important infrastructure projects ahead of the Federal Election.

The document 'Greater Shepparton, Greater Possibilities', highlighted three key infrastructure priorities which would collectively contribute to strengthening economic activity and improved liveability for the region – the Shepparton Sports & Events Centre, Greater Shepparton Road Network Package,

and the Regionally Significant, Contemporary Public Health Service.

Sod turned on GV Link Enterprise Park

The first sod was officially turned on GV Link Enterprise Park on 10 April 2025, marking the commencement of this transformative development.

Construction at the site at 250 Toolamba Road, Mooroopna followed shortly after, with initial works underway from 22 April 2025.

Shepparton BMX and Cycling upgrades officially opened

Council officially opened the upgrades at the Shepparton BMX Track and Cycling Precinct in April 2025.

Funded through the Victorian Government's Regional Sports Infrastructure Program, the upgrade included a new multi-use events pavilion offering elevated views, along with enhancements to the BMX track and start hills.

Contract awarded for Princess Park Multi Use Events Pavilion

Council awarded the contract for the design and construction of the Princess Park Multi Use Events Pavilion to local company Moretto Building.

The \$4.9 million contract will see a new pavilion constructed at Princess Park in Shepparton, with expected completion by late 2026.

May 2025

Lighting up Tatura Park Western Oval

The Tatura Park Western Oval Lighting Project was officially complete in May 2025, marking a significant investment in local sports infrastructure.

Funded by the Victorian Government's Regional Community Sports Infrastructure Fund, the lighting upgrade involved four 30-metre light poles installed along the oval, each equipped with 100-lux LED sports floodlighting, vastly improving training conditions for users.



Annual Report 2024 - 2025



Greater Shepparton Volunteer Recognition Awards

Greater Shepparton's volunteers were acknowledged and celebrated at the 2025 Greater Shepparton Volunteer Recognition Awards Ceremony.

The ceremony, now in its 16th year, saw over 350 people in attendance and 41 nominations received.

The 2025 awards saw the introduction of the Bella Ainsworth Young Volunteer Award, honouring a passionate advocate for youth engagement in the community, who sadly lost her battle with cancer in 2024.

Economic Accord formalises partnership between regional councils

Council formally endorsed a landmark Economic Accord, in partnership with Campaspe Shire Council and Moira Shire Council, signalling a renewed commitment to regional collaboration and economic resilience.

The Economic Accord sets out shared principles and coordinated strategies to support local businesses, attract investment, and respond to region-wide challenges.

Council objects Emergency Services and Volunteers Fund

Council continued to express its strong objection to the Victorian Government's Emergency Services and Volunteers Fund (ESVF), which shifts a state taxation burden onto local government operations.

At its May Council Meeting, an urgent business item was unanimously supported by all Councillors which acknowledged Council's legal obligation to comply with the ESVF however it strongly objected to the imposition of this responsibility.

Councillor Sali appointed to Drought Taskforce

Mayor and Regional Cities Victoria Chair, Councillor Shane Sali, was appointed to the Victorian Government's Drought Response Taskforce.

The taskforce, chaired by the Victorian Premier Jacinta Allan, brought together advocates from

different communities and backgrounds to provide advice on further help for farmers, as well as broader support for impacted businesses and communities.

June 2025

Drummond Road Drainage Upgrade Project complete

The \$1.2 million Drummond Road Drainage Upgrade Project was completed in June 2025, with the works greatly improving stormwater drainage for the area.

The works, fully funded by the Australian Government's Roads to Recovery Program, included installation of 630 metres of stormwater pipes, pits, concrete kerbing and traffic island construction.

New Tatura Skate Park officially complete

The new Tatura Skate Park was officially completed in June 2025.

The project, fully funded by the Federal Government's Local Roads and Community Infrastructure Program, provides a greatly improved space with modern facilities catering to skaters, BMX riders and scooter users of all skill levels.

Council adopts 2025/2026 Budget for Greater Shepparton

Council adopted its 2025/2026 Budget at the June Council Meeting - a Budget delivering on growth and opportunity for the region.

The Budget was adopted following extensive community consultation to understand the needs and desires of residents, with the Budget focused on delivering quality and affordable services while ensuring Council continues to operate within its means



Highlights and achievements in 2024/2025

371

new citizens confirmed

7

citizenship ceremonies held



\$44.71 million
of Capital Works projects delivered



6,796

Maternal and Child Health consultations



25 policies
updated or developed



\$54.34 million

in grant funding received from Government, including \$14.14 million of funding for capital works

\$451,681

disbursed through Council's Community Grants Program



424,771

people visited our website

1.7 million

webpage views

4,156

new followers to our social media channels, including:



1,880 on Facebook
(total audience of 24,500 followers),



439 on Instagram
(total audience of 4,643 followers),



1,837 on LinkedIn
(total audience of 5,868 followers)



More than

612,500

reactions across Facebook, Instagram and LinkedIn

3.35 million

total post impressions across Facebook, Instagram and LinkedIn

25,412requests logged by
Customer Service**49,064**phone calls answered by
Customer Service Officers**11,693**in-person visits
received at the
Customer Service Counter**2**

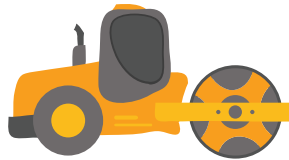
successful recruitment days held:

Swimming Instructors

- **26** registrations
- **25** interviewed
- **9** appointed

Early Years

- **68** registrations
- **46** interviewed
- **25** appointed

**50kms**of roads resealed in **19** towns/localities through
the Road Resealing Program, including **42km**
of spray sealing, **4km** of asphalt pavement,
and **3km** of road stabilising**1,290** cats and
740 dogs wereadopted from the
Shepparton Animal Shelter**5,480**people attended **77**
RiverConnect events**1,400**indigenous plants
planted by 192
community members
at National Tree Day**50**community
consultations
undertaken**3,503**community feedback
contributions via the
Shaping Greater
Shepp websiteThe Shepparton Resource
Recovery Centre converted:**2,704 tonnes**

of organic green waste to free mulch

600 tonnes

of glass collected from purple lid bins

771,000 nappiescollected from **776** properties, diverting **125**
tonnes of waste from landfill thanks to the
Nappy Collection Service

Organisation

Greater Shepparton City Council's purpose is to provide leadership, make informed decisions, and deliver equitable services and fit-for-purpose infrastructure that enhance liveability. We work collaboratively with the community to shape our future direction and actively progress toward a shared vision for a thriving and inclusive region.

As part of this, Council is responsible for setting the overall directions and goals for the municipality and then monitoring their implementation and success.

Greater Shepparton City Council is governed by nine elected Councillors and operates in accordance with the Local Government Act 2020. As a local government authority, Council exercises a wide range of government functions and powers for the "peace, order and good government" of our municipality.

Greater Shepparton City Council is one of the largest regional councils in Victoria and we strive to achieve our community's vision of a "Greater Shepparton".

As a local government, we protect and strengthen Greater Shepparton's economic prosperity and the health, wellbeing and safety of our residents.

We endeavour to plan and build a connected regional community which is safe, easy to navigate, and provides a healthy and prosperous lifestyle, now and into the future. Our purpose is to deliver services, implement strategic initiatives and develop policies and plans that are in the best interests of our community.

We are committed to making a difference in our community and creating a Greater Shepparton that provides access to world-class educational and employment opportunities, and health and wellbeing facilities.

Services

Greater Shepparton City Council delivers more than 120 services for our community, some of which include:

For families, children and young people

- Best Start program
- Child Care services
- Maternal and Child Health
- Kindergartens
- Learn to Swim
- Youth development

For older people and those with disabilities

- Access and inclusion
- Positive ageing
- Senior Citizen's Centres

For business

- Building and planning permits
- Building services and inspections
- Business and industry development
- Designated Area Migrant Agreements (DAMA)
- Food safety regulation programs
- Greater Shepparton Business Centre
- Greater Shepparton Visitor Centre
- Investment attraction
- Major event acquisitions and attraction
- Parking permits and enforcement
- Shepparton CBD and small town placemaking
- Support for energy efficiency
- Tourism development and destination marketing
- Trading permits
- Workshops and training

For the community

- Aboriginal community engagement
- Activities in the Park
- Advocating for the needs of our community with the state and federal governments
- Animal Shelter and adoptions
- Aquamoves and rural outdoor pools
- Building and planning permits
- Citizenship ceremonies
- Collection and management of waste and recycling
- Community Grants Program
- Community planning and community development
- Community safety
- Creating and maintaining recreation, parks and gardens and sporting facilities
- Creative City
- Drainage services
- Emergency management and flood recovery
- Enforcing local laws
- Engineering Services
- Environmental education
- Environmental management
- Events and community festivals and activities
- Festive decorations and programs
- Fruit Fly management
- Gender equity and family violence prevention
- Graffiti removal and prevention
- Immunisation services
- Libraries, via Goulburn Valley Libraries
- Maintaining of playgrounds, play equipment and community facilities
- Managing facilities such as Tatura Park, Shepparton Showgrounds and Victoria Park Lake
- Managing sealed/unsealed roads and footpath maintenance
- Mitigating and adapting to climate change
- Moooving Art
- Mosquito monitoring
- Multicultural development
- Pet registrations and responsible pet ownership
- Public Health promotion
- RiverConnect
- Riverlinks venues: Eastbank and Westside
- School crossings
- Shepparton Aerodrome
- Shepparton Regional Saleyards
- Sports facilities, including stadiums, sporting grounds, reserves and pavilions
- Strategic planning
- Street lighting and signage
- Streetscaping and tree planting programs
- Victoria Lake Caravan Park

Councillor Profiles

Greater Shepparton City Council comprises of nine democratically-elected Councillors who represent our community. As the locally-elected representatives, they advocate on behalf of residents and undertake key tasks such as approving the Council Plan and Council Budget.

They have a responsibility to oversee Council's assets, provide a wide range of services and facilities and ensure finances are allocated in the best interests of the whole community.

The current Council was elected at the 2024 General Election to provide leadership and strategic direction for the municipality.

Following changes to Victoria's Local Government Act 2020 (the Act), a new electoral structure came into place from October 2024 to provide fair and equitable representation and facilitate good governance.

Greater Shepparton was divided into areas called wards, adopting a nine single-Councillor ward structure – nine wards with one Councillor per ward.

Wards are smaller areas within the municipality. Each ward must have an approximately equal number of voters per Councillor (within +/-10% of the average).

On 19 November 2024, Cr Shane Sali was elected Mayor of Greater Shepparton for a two-year term. Cr Anthony Brophy was elected Deputy Mayor for a one-year term.

The Greater Shepparton City Councillors are:

- Cr Shane Sali (Balaclava Ward) – Mayor
- Cr Anthony Brophy (Kialla Ward) – Deputy Mayor
- Cr Geoff Akers (Pine Lodge Ward)
- Cr Kieron Eddy (Lower Goulburn Ward)
- Cr Rod Schubert (Midland Ward)
- Cr Sam Spinks (Poplar Ward)
- Cr Fern Summer (Yanha Gurtji Ward)
- Cr Steven Threlfall (McEwan Ward)
- Cr Paul Wickham (Goulburn River Ward)

Cr Shane Sali (Balaclava Ward) – Mayor

- Elected to Council on 24 October 2020
- Served as Mayor – 1 July – 25 October 2024
- Re-elected to Council on 26 October 2024
- Elected as Mayor on 19 November 2024 – for a two-year term

Cr Anthony Brophy (Kialla Ward)

– Deputy Mayor

- Elected to Council on 24 October 2020
- Re-elected to Council on 26 October 2024
- Elected as Deputy Mayor on 19 November 2024 – for a one-year term

Cr Geoff Akers (Pine Lodge Ward)

- Elected to Council on 26 October 2024

Cr Kieron Eddy (Lower Goulburn Ward)

- Elected to Council on 26 October 2024

Cr Rod Schubert (Midland Ward)

- Elected to Council on 26 October 2024

Cr Sam Spinks (Poplar Ward)

- Elected to Council on 24 October 2020
- Served as Deputy Mayor - 1 July – 25 October 2024
- Re-elected to Council on 26 October 2024

Cr Fern Summer (Yanha Gurtji Ward)

- Elected to Council on 27 October 2012
- Re-elected to Council on 26 October 2024

Cr Steven Threlfall (McEwan Ward)

- Elected to Council on 26 October 2024

Cr Paul Wickham (Goulburn River Ward)

- Elected to Council on 26 October 2024

Councillors - July – September 2024 prior to General Election on 26 October 2024

Cr Seema Abdullah

- Elected to Council on 22 October 2016
- Re-elected to Council on 24 October 2020

Cr Dinny Adem

- Elected to Council on 6 July 2022
- Re-elected to Council on 24 October 2020.

Cr Geoff Dobson

- Elected to Council on 24 October 2020.

Cr Greg James

- Elected to Council on 24 October 2020.

Cr Ben Ladson

- Elected to Council on 16 January 2023.



Cr Shane Sali

(Balaclava Ward)

Mayor



As I enter my fourth year as Mayor of Greater Shepparton, each day, alongside my fellow Councillors, I have the privilege of representing our city, which is something I am extremely proud of and a role I do not take for granted.

I am driven by a strong commitment to community service and a passion for this great region.

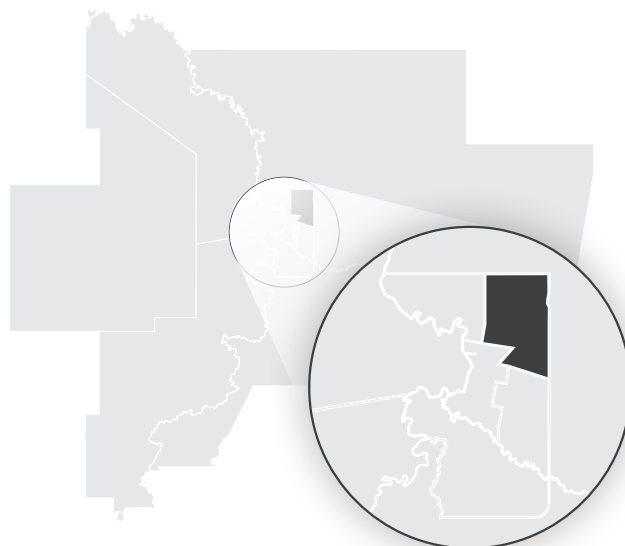
Born and raised in Shepparton, I have a deep connection to the community and a great understanding of its unique needs and aspirations. I am a proud family man, married with three beautiful children. I carry strong family values which continue to shape my approach to leadership and my commitment to Council.

My professional background includes significant experience in the retail sector, particularly business management, which has equipped me with a practical perspective on economic development and the challenges and opportunities faced by local businesses. I am passionate about growing our local economy, one which supports both entrepreneurs and consumers, and ensuring that Greater Shepparton remains a hub of opportunity.

In my role as Mayor, I am proudly serving as Chair, and previously Deputy Chair, of Regional Cities Victoria, reinforcing my support of regional cities - the backbone of Victoria. Through these positions I have continued to advocate for positive investment and achieving real change in regional communities.

Last year, I proudly became a Director of the Greater Shepparton Lighthouse Project Board, which has greatly helped me expand my skills and connections within the social fabric of our community.

I have been an active member of the Shepparton Albanian Committee for 15 years, promoting



cultural awareness and community cohesion. I believe that a strong, united community is vital for progress, and I am committed to strengthening relationships across various cultural groups.

I have a great love of sport, which has instilled in me the values of teamwork, perseverance, and discipline. I believe there is great similarity in sports and leadership, recognising the importance of working together to achieve common goals.

Since becoming Mayor, we have resolved several historic Council projects including Princess Park, GV Link Enterprise Park and Lenne Street Drainage, and we look forward to continuing this great work to achieve even more for our region – including the Shepparton Sports & Events Centre and necessary road infrastructure upgrades.

These projects make me excited for the future and the opportunities that lie ahead for Greater Shepparton.

I look forward to continuing to work alongside the community, to listen to your feedback and understand your needs. Let's continue to lead Greater Shepparton towards an even greater future.

Cr Anthony Brophy**(Kialla Ward)****Deputy Mayor**

I grew up, was schooled, worked, volunteered, raised a family and have been connected to the community of Greater Shepparton virtually all my life.

My professional experience includes retail, politics, leadership, wellbeing, education and the public sector, all whilst undertaking additional studies. I have combined that with my association with sporting clubs, service organisations and the media, and I bring to Council a unique set of skills, passion, enthusiasm and a teamwork philosophy.

As a Councillor, I focus on what our community needs, be that Kialla my ward, and collectively Greater Shepparton. I listen to my community, establish where the gaps are that need filling, and what future strategic direction we need to steer towards to ensure that we are the best regional centre in Victoria.



We have an incredibly diverse community that underpins the strength of our region. Our industries, our agriculture, our horticulture, our transporters, our lifestyle, our families, our small towns and our sporting and event facilities all work in with our strong retail and wonderful hospitality sectors. So much to love about Kialla. So much to love about Greater Shepparton.

Cr Geoff Akers

(Pine Lodge Ward)

I have lived in the Pine Lodge ward all of my life having grown up at Orrvale, attended Melbourne University's Dookie Campus and am now farming at Tallygaroopna.

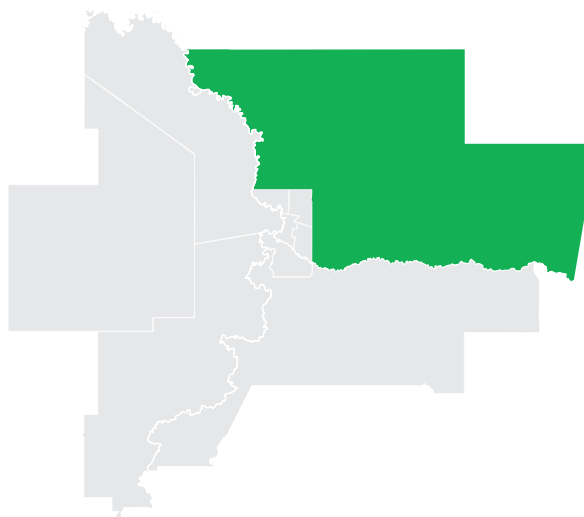


I have a Bachelor of Applied Science and worked in Agricultural Science, before moving into Agricultural extension, working with farmers and educating them on farming practices, leading a team across Northern Victoria. I am a graduate of the Australian Institute of Company Directors Chairperson course and Graduate of Australian Rural Leadership Program.

I am married to Natalie and have two children who attend school locally. Considerable time is spent following junior tennis, cricket, football, gymnastics, and pony club activities. In partnership with Natalie, we operate a dairy farm at Tallygaroopna, milking 850 cows with the support of a much-valued team of staff.

I still play competitive tennis. I was made a life member of the Shepparton and District Tennis Association in 2006 having spent 13 years as association President, following five years of President at club level. I have also served terms as President of the Shepparton Junior Tennis Association.

Agricultural industry involvement has seen me represent farmers in an advocacy role at the United Dairy Farmers of Victoria and Australian Dairy Farmers. I have been involved in research and development having chaired the Boards of



Murray Dairy at a regional level and the Board of Dairy Australia at a national level, which saw me lead the organisation as it managed its \$60 million budget. I have a strong understanding of irrigation as I was the Chairman of the Victorian Farmers Federation Water Council and was appointed by the Victorian Government to the Northern Victorian Irrigation Renewal Project (NVIRP) which led the \$2 billion irrigation upgrade across Northern Victoria.

Today, I am actively involved in the executive of the Tallygaroopna Tennis Club, the local cattle club and Jersey Australia.

Working alongside my fellow Councillors, I aim to deliver value to ratepayers, delete red tape, speed up processes and seize opportunities for business and residents. I will work to help communities achieve their goals and protect farm water that grows our food and local economy.

Cr Kieron Eddy**(Lower Goulburn Ward)**

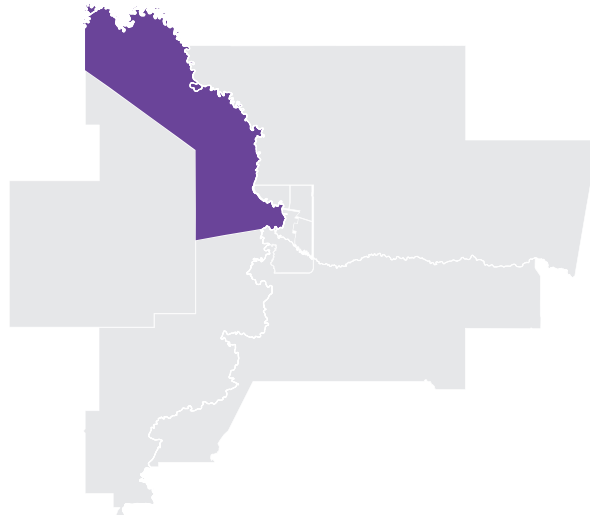
I was born here and I have lived here almost my entire life. I left school at 15 and have been working ever since.



I have tried my hand at many different things over the years, from car detailing to cleaning houses and fast-food restaurants, to working in milk factories and abattoirs. I was a dairy farmer for approximately 18 years and I am currently a small business owner. I have run my own businesses since 2007.

My wife Melissa and I are proud parents of three children, and we have been married for 23 years .

As a Councillor, I am focused on getting the best outcomes possible for our community. Many have expressed a lack of representation on the western side of the river, and I am excited at the possibilities of having three western representatives' present.



We have a great group of Councillors with a wealth of life and professional experience, and I am looking forward to working with them over the next four years.

Cr Rod Schubert

(Midland Ward)

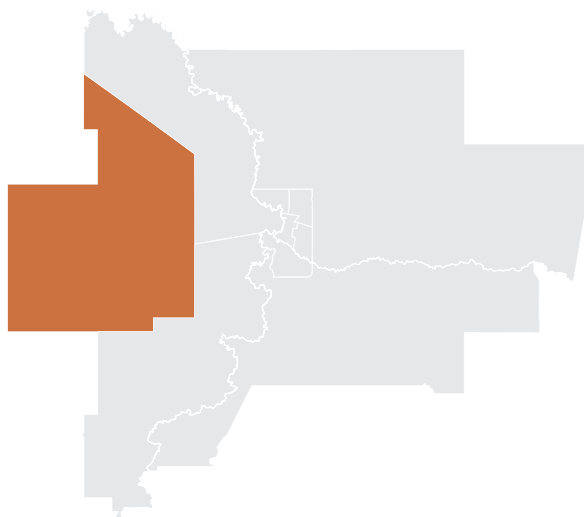
I have resided in Greater Shepparton for more than 30 years and have lived in the welcoming town of Tatura for the last 25 years.



Tertiary qualified, I have been employed in, and consulted for, the corporate world for over 42 years, principally in managerial roles e.g. in some of the largest organisations in the Shepparton region, including local government. I was actively involved in all aspects of business strategy and company direction (including acquisitions) being responsible for all aspects of HR management, including policy and practices, recruitment, remuneration and benefits, EBA negotiations, Equal Employment Opportunity, OHS and training and development. I am experienced in all facets of management, organisational development and employee relations.

I have proven my commitment to assist the local community as I have held Board positions on GV Health, GOTAFE, Shepparton Foodshare, The Apprenticeship Factory and am currently the President of the Tatura Australia Day Committee, the Tatura RSL and an active member of the Tatura Rotary Club.

I love where I live, am very passionate about the area and consider it an honour and privilege to



be the Councillor of the Midland Ward, and to assist in ensuring the rural sectors of the Greater Shepparton City Council are well represented.

I want to assist the Council to become as successful as possible by promoting and enhancing local businesses, increasing jobs through the development of industrial land, maintaining strong connections with all relevant water authorities, expanding public transport for the rural sectors of the Council, ensuring that all spending by Greater Shepparton City Council is distributed equally to all parts of the region, and improving community consultation.

I am keen to play my part as a Councillor to assist in Council's growth and success, and in helping its communities thrive now and well into the future.

Cr Sam Spinks

(Poplar Ward)

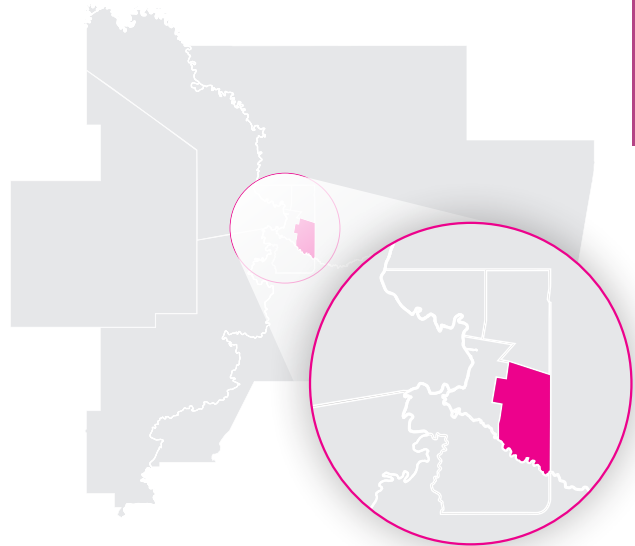
In my second term of Council, I am excited to keep working hard for our wider community and to represent the Poplar Ward.



I am a single parent of two teenagers, and we have lived in South Shepparton for the past 10 years, as a regular local family attending public schools and sporting clubs, trying to get by, giving back when we can, and making the Poplar Ward our home.

I have an education in Community and Sustainable Development, which means I care deeply about people and nature, and the importance of local government in best serving its local communities. I have professionally worked in a number of spaces including administration, customer service, public health and now the agricultural sector.

I am passionate about enhancing community spaces like playgrounds and neighbourhood houses, improving transport options like footpaths, bike paths, and public transport options, and tackling bigger challenges like the housing crisis, climate change, and gender equity.



Here in Greater Shepparton, we have beautiful natural environments and amazingly diverse communities, including First Nations, LGBTQIA+, disabled, migrant, refugee, young and ageing, and I will fight to make sure all different needs are represented.

I want to make Greater Shepparton the best it can be - economically, socially and environmentally. I believe in a Greater Shepparton that is inclusive, accessible, and liveable, and that protects and prepares our region for future generations.

And as a Councillor I believe in being accessible and transparent, and working hard for my ward and for all of Greater Shepparton.

Cr Fern Summer

(Yanha Gurtji Ward)

*Post-graduate
Diploma in Primary
Care Nursing -
University
of Melbourne*

*Bachelor of Nursing
- Deakin University*

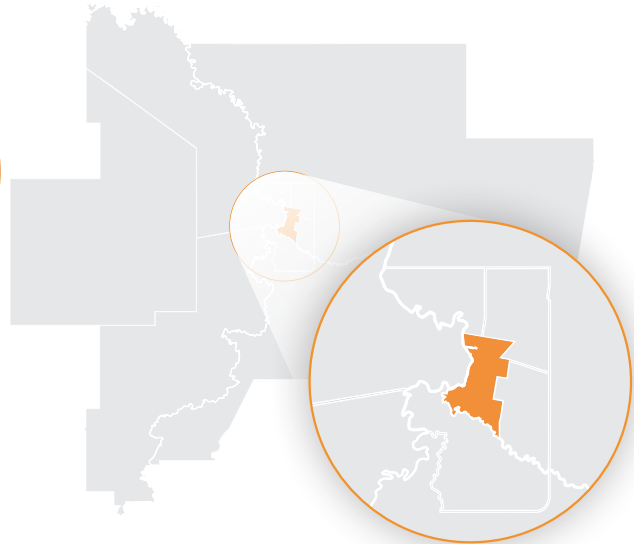
*Graduated the Australian
Institute of Company Directors Course*

*Former Director of Kyabram District Health
Service (2021-2023)*

*Former Director of the Waste and Resource
Recovery Group (2012-2016)*

I am a local nurse and mother of three, who was first elected as Councillor during 2012.

Greater Shepparton is a magnificent place to be. Our strong points of difference include river frontages, unique small towns, strong retail sector and innovative agricultural industries. As Greater Shepparton grows into an important regional centre, it is imperative we keep up with investment, infrastructure, services, employment and culture.



I look forward to working with other Councillors to deliver beneficial community outcomes, whilst adhering to the values of transparency, collaboration and respect. As a nurse, I take a public health approach towards Council matters and strive to bridge the gap between organisational goals and community expectations. It is important we empower all our constituents through broad communication, so that no one is left behind.

Cr Steven Threlfall

(McEwen Ward)

I was born and raised in Shepparton, attending Gowrie Street Primary School and Shepparton Technical College. The McEwen Ward is truly my backyard - my family's connection to this area goes back to the 1800s. I was born on the corner of Knight and Orr Street in Shepparton.

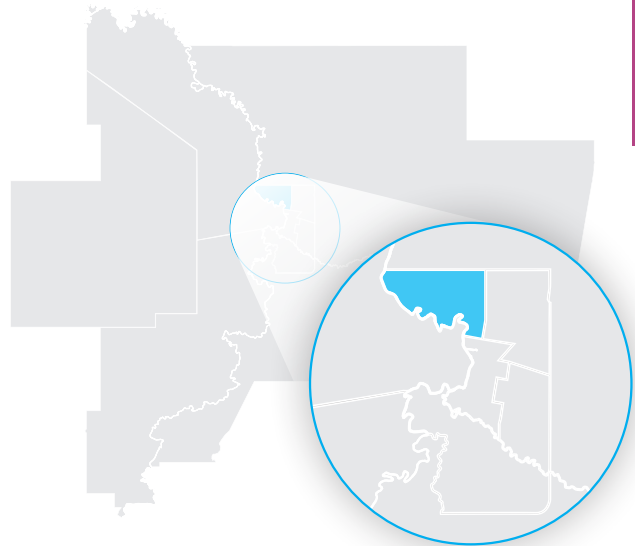
We still own the original family home, which backs onto the Reedy Wetlands. This is where my deep love for outdoor recreation and the wellbeing it brings to people began.

My wife, Mary, and I are proud parents to two children and have five wonderful grandchildren.

My career background includes:

- Owner and operator of multiple Trellis Outdoor stores across Victoria
- Chair of the Board of Tackle-World Australia
- Involvement in the research, development, and production of fishing and outdoor products
- President of the Firearm Traders Association of Victoria
- Board Member of the Victorian Recreational Fisheries Trust Advisory Committee
- Advisor to the State Government Minister for Outdoor Recreation and Sustainability
- Life Member of Australian Field & Game

My vision for my role on the Greater Shepparton City Council is shaped by the many conversations I have had with local people who have shared their hopes for the future. I believe we need a strong, dynamic Council that prioritises the economic prosperity and wellbeing of every resident in the region.



I am committed to moving away from divisive, “woke” agendas and refocusing on delivering tangible results for our community. Our priority should be providing exceptional services and outcomes for our ratepayers and making decisions that advance our region and that bring our community together.

I want my legacy to be that of the Councillor who championed common sense at the Council table - someone who listened carefully and acted in the best interests of the entire region. I aim to lead the charge in beautifying, protecting, showcasing, and embracing our rivers, creeks, and wetlands, ensuring they become a vital part of our community for generations to come.

Cr Paul Wickham

(Goulburn River Ward)

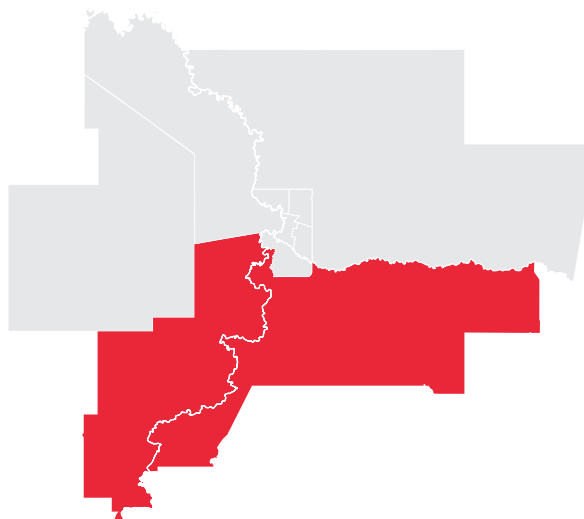
My name is Paul Wickham. I have lived in the Goulburn Valley my whole life.



I studied at Monash University at the pharmacy campus in Parkville, Melbourne. I have a Bachelor of Pharmacy and have worked at GV Health, the Echuca Hospital, and for the last 17 years run a local pharmacy in Mooroopna.

Working in a small business has given me the opportunity to connect with the local community through schools, sporting groups and the many service clubs in Mooroopna and surrounding towns.

The pandemic and 2022 flood, gave me a great insight into the importance of coming together as a broader community to help maintain connections and to grow and thrive. I love the lifestyle we have created in the Goulburn Valley. Our small towns complement our regional city of Shepparton. We have a diverse group of cultures that share our beautiful natural resources from the Goulburn and Broken rivers, to our rich agricultural landscape.



By working together with all the Councillors from around our great municipality, we can see the Goulburn Valley and Greater Shepparton shine and be a wonderful place for our youth to grow up, be educated and employed, and for the elderly in our community to have the best quality of life.



Councillor representation on Committees

The Councillors listed in the tables below served as representatives on the Committees of Council, Advisory Committees of Council, and Committees and Organisations that are independent of Council, during the financial year.

Committees of Council

COMMITTEE	2024 - 2025 COUNCILLOR REPRESENTATIVES
Audit and Risk Management Committee	Cr Shane Sali Cr Geoff Akers
CEO Remuneration Review Committee	Mayor, Cr Shane Sali Deputy Mayor, Cr Anthony Brophy Cr Rod Schubert Cr Sam Spinks
Development Hearings Panel	Chair, Cr Shane Sali Cr Geoff Akers

Advisory Committees of Council

COMMITTEE	2024-2025 COUNCILLOR REPRESENTATIVES
Australian Botanic Gardens Shepparton Advisory Committee	Cr Anthony Brophy
Calder Woodburn Advisory Committee	Cr Paul Wickham Cr Steven Threlfall
Disability Advisory Committee	Cr Sam Spinks
Greater Shepparton LGBTQIA+ Advisory Committee	Cr Sam Spinks
Greater Shepparton Heritage Advisory Committee	Cr Fern Summer

COMMITTEE	2024-2025 COUNCILLOR REPRESENTATIVES
Greater Shepparton Women's Charter Alliance Advisory Committee	Cr Sam Spinks
Positive Ageing Advisory Committee	Cr Rod Schubert
RiverConnect Community Advisory Committee	Cr Steven Threlfall
Shepparton Showgrounds Advisory Committee	Cr Kieron Eddy
Sports Hall of Fame Advisory Committee	Cr Anthony Brophy
Tatura Park Advisory Board	Cr Shane Sali Cr Rod Schubert

Committees and Organisations that are independent of Council

COMMITTEE	2024-2025 COUNCILLOR REPRESENTATIVES
Best Start Early Years Alliance	Cr Paul Wickham
Goulburn Murray Climate Alliance	Cr Kieron Eddy
Goulburn Valley Regional Library Corporation Board	Cr Paul Wickham
Municipal Associations of Victoria • Councillor Representative • Substitute Council Representative	Cr Anthony Brophy Cr Rod Schubert
Regional Cities Victoria (RCV)	Mayor
Shepparton Education Plan Project Board	Mayor

Directors

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

**Director
Sustainable
Development**
Geraldine
Christou

**Director
Infrastructure**
Gary
Randhawa

**Chief
Executive
Officer**
Fiona Le Gassick

**Director
Corporate
Services**
Chris
Teitzel

**Director
Community**
Louise
Mitchell



Chief Executive Officer

Fiona Le Gassick

- Graduate Certificate In Management
- Advanced Diploma of Management (Marketing)
- Bachelor of Social Work
- Bachelor of Arts (Psychology and Sociology)
- Australian Institute of Company Directors



Fiona is an accomplished executive with a diverse career spanning local government, education, and community services across Victoria and Tasmania. She brings over three decades of leadership experience, with deep expertise in strategic and business planning, stakeholder engagement, workforce development, cultural transformation, and organisational performance.

Fiona has held executive and senior roles at Greater Shepparton City Council, TasTAFE (including Acting Chief Operating Officer), GOTAFE, Berry Street, and the former Victorian Department of Human Services. Her leadership is defined by a strong ability to translate strategic vision into impactful outcomes, build high-performing teams, and deliver initiatives that drive regional growth and community wellbeing.

She holds qualifications in management, marketing, psychology, sociology, and social work, and is a graduate of the Australian Institute of Company Directors. Fiona is also a committed contributor to community and industry governance, having served on several Boards in Victoria and Tasmania, is a current Board member of Shepparton Art Museum (SAM) Limited, Goulburn Region Tourism and GOTAFE.

As CEO, Fiona leads the organisation with a focus on customer and community-centric planning, fostering a positive and values-driven culture, strengthening relationships with Councillors and stakeholders, and ensuring the sustainable and efficient delivery of services.

Further responsibilities include:

- Lead and implement Council's strategic direction in alignment with Council, community and organisational goals.
- Provide expert advice to Council on strategy, policy, and priorities.
- Oversee financial and operational planning to ensure long-term sustainability.
- Direct resources to deliver high-quality services and meet statutory obligations.
- Represent Council to government and stakeholders to secure support and investment.
- Maintain Council's reputation as a high-performing organisation through benchmarking and innovation.
- Foster a culture of customer-focused service and operational excellence.
- Drive a people-first approach that nurtures staff potential.
- Build strong relationships with community members and key groups.
- Identify and promote opportunities for regional growth and development.

Director Community

Louise Mitchell

- *Bachelor of Arts (Hons)*
- *Master of Public Policy and Management*
- *Graduate Australian Institute of Company Directors*



Louise commenced her role as Director Community with Greater Shepparton City Council in January 2022.

She has over 20 years' experience in the public sector in a variety of court and tribunal, Victorian Government, and not-for-profit agencies.

Louise brings relevant experience in major capital projects, regulation and compliance, early years, social policy reform, targeted service delivery for vulnerable communities, stakeholder and community engagement, and strategic communications.

Louise is committed to providing accessible, inclusive, and quality services, shaped by the needs of local communities.

As Director Community, Louise is responsible for:

- Aboriginal community engagement
- Access and inclusion
- Child safety
- Community planning and neighbourhoods
- Community wellbeing, safety, and strengthening
- Early childhood education and care
- Emergency management and resilience
- Gender equality
- Libraries, through GV Libraries
- Maternal and child health services
- Multicultural engagement
- Positive ageing
- Public health and wellbeing
- Riverlinks Venues and Creative City
- Youth development

Director Corporate Services

Chris Teitzel

- *Certified Practising Accountant*
- *Bachelor of Business*
- *Graduate Certificate in Management*



Chris has been with Greater Shepparton City Council as Director Corporate Services since 2014 and has over 30 years local government and private sector experience in both Queensland and Victoria. Chris has held many senior roles including CEO, Director Community and Environmental Services, Director Corporate Services and Manager Finance, as well as a position of Commercial Manager in the private sector.

Chris is a strategic, community-focused individual with exceptional corporate governance, finance and operation planning skills. He has a strong interest in the important role local government plays in improving the economic and environmental sustainability of communities in regional Australia. Chris is focused on delivering cost-effective and efficient services to the Greater Shepparton region and ensuring the ongoing financial sustainability of Council.

As the Director Corporate Services, Chris is responsible for:

- Communications and Engagement
 - > Customer Service
 - > Digital Media
 - > Marketing
 - > Strategic Communications
- Corporate Governance
 - > Contracts & Procurement
 - > Corporate Planning
 - > Governance
 - > Information Management
 - > Risk & Assurance
- Finance and Rates
 - > Financial Accounting
 - > Financial Analysis & Reporting
 - > Revenue & Rates
- People and Development
 - > HR Systems
 - > Learning & Development
 - > Occupational Health & Safety
 - > Payroll
 - > People & Workforce
- Technology and Digital Transformation
 - > Applications & Development
 - > Digital Transformation
 - > Infrastructure & Cyber Security
 - > Technology Support

Director Infrastructure

Gary Randhawa

- *Advanced Diploma in Civil Engineering*
- *Bachelors in Civil Engineering*
- *Majors in Municipal and Transport Engineering*
- *Strategy Execution for Public Leadership (Harvard University)*



Gary has worked in Local Government across both New South Wales and Victorian Councils over the past 15 years, and brings relevant experience in corporate governance, best practice asset management, waste management and resource recovery, project delivery and framework, stakeholder relationships, contract management and gender equity.

Gary has a strong community focus and a passion to connect with the local communities, working collaboratively on delivering long term sustainable initiatives for our wonderful communities and future generations. He believes that Local Government, in the hierarchy of government bodies, plays the most important role in representing local communities to ensure effective and efficient service delivery.

As the Director Infrastructure, Gary is responsible for:

- Projects Delivery
- Capital Works Planning
- Project Management Office
- Parks, Sport and Recreation
- Management of Aquamoves
- Management of Shepparton's Urban Forest and Rural Trees
- Management of Sports City and Sports Stadiums
- Parks and Parks Furniture Maintenance
- Park Construction
- Public Open Space
- Recreation and Sports Facilities
- Recreational Planning
- Engineering and Assets
- Asset Condition Surveys
- Asset Inspections
- Asset Management Planning
- Design Services
- Development Engineering
- Property Services
- Saleyards
- Traffic Engineering
- Transport Strategic Planning
- Victoria Lake Holiday Park
- Civil Infrastructure Maintenance
- Aerodrome Management
- Building Maintenance
- Drainage
- Fleet and Stores
- Footpaths
- Kerb and Channel
- Road Construction
- Roads and Road Furniture Maintenance
- Street Sweeping
- Resource Recovery
- Landfill
- Litter Bins
- Street Collections
- Transfer Stations

Director Sustainable Development

Geraldine Christou

- *Bachelor of Business*
- *Graduate Australian Institute of Company Directors*
- *Williamson Leadership Graduate*



Geraldine was appointed to the position of Director Sustainable Development in January 2018, after seven years leading the Economic Development team at Council.

Having grown up in Shepparton and raised a family here, Geraldine is very passionate about the community in which she lives. Geraldine has extensive experience in local government, having worked in the sector for over 20 years, following 12 years in the private sector, ensuring a thorough understanding of the challenges that business and industry face. Geraldine has subsequently developed strong connections with the sector, working with them to facilitate new investment, growth and sustainability measures, and to maintain global competitiveness.

Geraldine has strong links to our community, representing Council on a number of boards and committees including the La Trobe University Regional Advisory Board, Tertiary and Skills Governance Group, the Regional Development Australia Hume Committee and is an AFL Goulburn Murray Commissioner. Geraldine has been a strong advocate on a number of key regional issues including passenger, high speed and inland rail, GV Link Enterprise Park, Goulburn Valley Highway (Shepparton) Bypass, Affordable Housing provision, CBD revitalisation, water security, and is a member of the Shepparton Central Rotary Club. Geraldine is also a graduate of the Australian Institute of Company Directors and the Williamson Leadership Program.

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

municipality and allows capitalisation of our many unique attributes.

As the Director Sustainable Development, Geraldine is responsible for:

- Animal Management
- Building Approvals
- Building Enforcement
- Business Centre
- Business & Industry Development
- Business & Industry Promotion
- Economic Development
- Environment
- Environmental Health
- Events
- Grants Facilitation & Advocacy
- Immunisation
- Local Laws
- Mosquito Management
- Parking
- Planning and Building Services
- RiverConnect
- Strategic Planning
- Statutory Planning
- Sustainability & Environment
- Visitor Economy



Staff

Greater Shepparton City Council is one of the north-east region's largest employers. We employ approximately 919 staff in a variety of permanent and temporary roles on a full-time, part-time and casual basis. Three-quarters of our staff also live within the municipality. This means our people are able to bring a local passion, perspective and knowledge to the services they provide.

65 per cent of staff are female. The staff breakdown demonstrates a significant portion of the female workforce is made up of part-time and casual staff at different levels within the organisation, however the past 12 months has seen an increase of 28 per cent in males working on a part time basis. Council also reports on self-described gender in response to obligations under the Gender Equality Act 2020. However, at the time of reporting no employees formally identified as self-described gender.

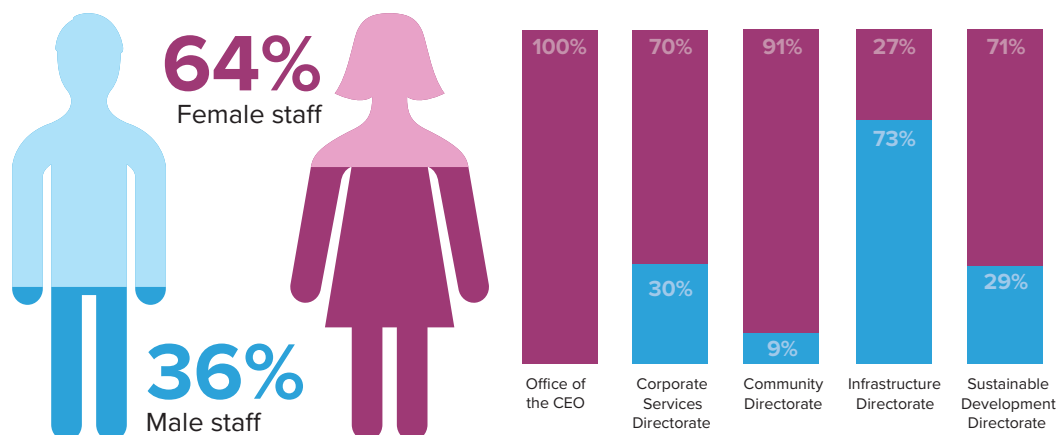
There has been a slight increase in the full-time equivalent workforce of approximately 1.3 per cent, with an actual headcount decrease of 12 people. This is mainly due to existing part time staff increasing their hours or taking on additional roles when other staff leave, predominantly in the Child Care Centres within the Early Years area.

Council continually reviews services to ensure efficiencies and resourcing requirements are met. When necessary, changes are made to ensure appropriate resourcing for service delivery.





Staff breakdown



	Male	Female	Self-Described Gender	Total
Employment breakdown by gender				
All Staff	317	602		919
Employment by gender - full time, part time and casual staff (FTE)				
Full time	198	189		387
Part time	12.34	136.78		149.12
Casual	13.29	30.27		43.56
Total	223.63	356.05		579.68
Employment by organisation structure and gender (FTE)				
Office of the CEO		2.00		2.00
Corporate Services Directorate	27.01	63.03		90.04
Community Directorate	14.44	173.19		187.63
Infrastructure Directorate	160.75	55.34		216.09
Sustainable Development Directorate	21.43	62.49		83.92
Total	223.63	356.05		579.68
Employment by bands and gender				
Band 1	2.41	3.93		6.34
Band 2	3.85	6.71		10.56
Band 3	85.28	49.09		134.37
Band 4	29.42	103.17		132.59
Band 5	42.38	52.68		95.06
Band 6	22.00	40.37		62.37
Band 7	21.29	34.14		55.43
Band 8	7.00	5.00		12.00
Other	10.00	60.96		70.96
Total	223.63	356.05		579.68

Organisation chart September 2025



People and Development

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

The Local Government Act 2020 requires Council to have an organisational structure and the necessary employees in place to effectively manage the operations in accordance with the Council Plan. Council's existing organisational structure is based on functional activity and common objectives in order to meet the community's needs, provide quality and efficient services, support the stimulation and strengthening of the local economy and provide efficient and effective administration of the organisation.

Under the existing organisational structure, a range of full-time, part-time and casual staff are employed with a diverse skills base across a wide range of professions and disciplines. The Greater Shepparton City Council Enterprise Agreement 2024 was agreed by the Fair Work Commission and came into effect on 15 November 2024, with an expiry date of 30 June 2027. The Agreement is underpinned by the National Employment Standards, the Victorian Local Authorities Award 2001 and the Nurses and Midwives (Victorian Public Health Sector) (Single Interest Employers) Enterprise Agreement 2024-2028. Council's Kindergarten staff are employed under a separate agreement, currently the Early Education Employees Agreement 2020. This agreement had an expiry date of 30 September 2024 and is currently being re-negotiated as a multi-enterprise agreement which covers 22 employers.

Recruitment

Recruitment has been varied throughout 2024/2025. A total of 31 permanent roles were recruited from within the current workforce and 33 staff were seconded into different roles through an Expression of Interest process, whilst 260 vacancies were advertised externally. The focus continues to be on delivering different recruitment activities to assist candidates to apply for positions, including recruitment days for Early Years and Swim Instructors, and information sessions being held for School Crossing Supervisors. Whilst the number of vacancies advertised externally has remained consistent with the previous year, the number of applicants has increased significantly showing a continued interest for the community to work for Council.

However, not all recruitments were successful and Council continues to struggle to fill certain roles, mainly in the areas of Early Years, Strategic Planning and Engineering.

Year	No. of positions externally advertised	No. of applicants	No. of positions filled
2020/2021	235	1566	163
2021/2022	350	1874	209
2022/2023	437	1728	218
2023/2024	259	1766	179
2024/2025	260	2264	220

Child Safe organisation

Council introduced a Child Safe Policy in 2018, in response to recommendations to implement Child Safe Standards resulting from the Child Wellbeing and Safety Amendment (Child Safe Standards) Act 2015. This Policy affirms that Council is committed to promoting and protecting the interests and safety of children, and acknowledges that everyone working at Greater Shepparton City Council is responsible for the care and protection of children and reporting information about child abuse.

The initial seven Child Safe Standards have since been updated to eleven Child Safe Standards which were implemented on 1 July 2022. These standards clearly embed child safety in organisational culture and governance, specifically promote safety of Aboriginal children, and include requirements to better involve families and the broader community in our organisation's efforts to provide safe environments for the children and young people in our care. In response, Council revised its Child Safety and Wellbeing Policy. Council has conducted a Child Safe Audit across the organisation with the assistance of Child Safe Australia, and has been implementing their recommendations over the past 12 months to increase compliance against the standards.

Strategic Human Resource Management

Constant reviewing of the organisational structure and functionality is undertaken by Council. This is conducted using a Job Analysis and Authority to Recruit process which requires all Directors and Managers to strategically review a position in the structure when it becomes vacant. This process is also to be followed when there is a request for a new position to be placed into the organisational structure, including roles which are externally funded, or when additional hours or budget are requested for a current position. This allows for a constant strategic review of the organisational structure.

Flexibility in the workplace continues to be a hot topic when both retaining staff and attracting staff. A total of 20 per cent of the workforce have some kind of Flexible Work Arrangement, ranging from working from home or having flexible start and finish times to purchasing additional leave and job sharing. While flexible work arrangements have historically been only taken up by female staff members, the last 12 months has seen an increase in male staff requesting alternative work arrangements.

Learning organisation

Council prides itself on being a learning organisation, one which is committed to providing ongoing learning and development opportunities for all employees. The strategic vision is to enable its employees to achieve multiskilling, increase flexibility, and enhance productivity, performance, personal development and career development opportunities.

Council will continue to provide learning and development opportunities to:

- Achieve corporate objectives, initiatives and priorities, as set out in the Council Plan and individual departmental business plans
- Enable continuous improvement for both individuals and teams
- Implement and improve quality management systems
- Enable effective job and work design
- Improve career opportunities and job satisfaction of employees
- Provide specific skills to ensure the effective and efficient operation of the organisation
- Build and grow our leaders for the future

One of the purposes of learning and development programs is to ensure that employees acquire and utilise the specialist skills and knowledge, managerial and interpersonal skills required to perform the duties of their current position and to prepare them for the future requirements of Council in meeting the needs of the community.

Recognition Awards

Recognition of Service

When a staff member leaves Council after 20 (or more) years of service, they receive a letter from the Mayor and are recognised at Council's All Staff Meetings.

The following staff members left in 2024/2025 after more than 20 years:

- Tanya Roberts – 20 years
- Debbie Harvey – 20 years
- Ken Morelli – 21 years
- Christine McDougall – 22 years
- Margaret Love – 31 years

Years of Service

Staff are recognised for their length of service and receive a certificate signed by the CEO and the Mayor. Those that have completed 10 years of service or more also receive a gift voucher and years of service pin. The recipients for the 2024/2025 financial year are detailed below.

5 Years

- | | | |
|-------------------|------------------------|------------------------|
| • Albert Amadei | • Sophie Overs | • Shania Forster |
| • Lara Best | • Wendy Platt | • Janette Georgopoulos |
| • Rose Caranza | • Bern Sadler | • Laura Henderson |
| • Jo-Anne Collins | • Robert Sargent | • Tom Higgins |
| • Demi Costa | • Darcy Simpson | • Susan Johnston |
| • Linda Davidson | • Tash Stewart | • Tim Kuiper |
| • Jasmine De Lai | • Michelle Tennent | • Reno Lia |
| • Cindy Doherty | • Michael Towan | • Daniella Luvara |
| • Isaac Dowling | • Melissa Tripoli | • Stephen Merrylees |
| • Georgia Dunning | • Rose Turner | • Rachel Peters |
| • Jess Filliponi | • Halani Uluakiahoia | • Olivia Quigley |
| • Robert Gauci | • Carla Van Der Munnik | • Belinda Riseley |
| • James Gerrish | • Fergus Wilson | • Yaasmeen Sali |
| • Warren Henry | • Claire Barclay | • Tom Sfetcopoulos |
| • Shannon Howard | • Melissa Bolitho | • Alan Singleton |
| • Tyler Jamieson | • Anthony Ciancio | • Ryley Symes |
| • Anne Jennings | • Angela Comline | • Carissa Taylor |
| • Amanpreet Kaur | • Gabby Cook | • Ella Thomas |
| • Emily Lange | • Ben Delaney | • Rachel Thomson |
| • Tony Minutoli | • Alice Evans | • Natalie Watt |
| • Cameron Neal | • Alison Exton | • Stephanie Wilton |
| • Karyn Oswald | • Megan Field | • Helen Wright |

10 Years

- Figen Altikulac
- Matthew Ashcroft
- Kellie Cabalzar
- Ron Cain
- Craig Charles
- James Collett
- Stacey East
- Chinedu Eziokwu
- Sally Graham
- Sonja King
- Louise McNair
- Damien Mitchell
- Susan Pinnuck
- Eva Sarkady
- Samuel Scott
- Jodie Sessions
- Klodiana Skerma
- Tracy Watt
- Phoebe Asante
- Vincent Fasano
- Sean Good
- Julie Goodwin
- Alison Greenwood
- Raquel McDonald
- Anne-Maree Michaelson
- Marisa O'Halloran
- Melanie Spokes
- Chris Teitzel

15 Years

- Janelle Bunfield
- Debbie Chandler
- Emma Delmenico
- Judy Duff
- Helen Everist
- Joe Gilberto
- Jacqui Hiscock
- Joanne Jarred
- Marg Madden
- Brendan Newbound
- Sarah Petrovski
- Emma Seddon
- Sharon Terry
- Stephen Whitford
- Chris Barnard
- Chris Bentley
- Kim Bussell
- Kate Ceh
- Brad Corken
- Annie Cowie
- Zoe Lancaster
- Emma Leahy
- Brian Linehan
- Tracey Mercuri
- Brett Merry
- Barry Smith



20 Years

- Chris Brewer
- Belinda Collins
- Maree Glasson
- Sean Harrap
- Dean McDonald
- Shane Newling
- Lyndall Pickard
- Nick Rowston
- Saleem Shaikh
- Dale Anwyl
- Bev Bell
- Megan Birks
- Bec Jeffers
- Kylie Knight
- Toni Leader
- Wayne Long
- Mikey McCorry
- Tanya Roberts
- Jen Scandolera
- Jess Watt

25 Years

- Jennifer Asbury
- Geoff Down
- Neil Meka
- Sarah Ryan
- Steve Damon
- Grace Ganino
- Des Good
- Tania Lowe
- Garrie Scott
- Katie Wallace

30 Years

- Tony Ellis
- Greg Howard
- Maggie Love
- Steve Cowland
- Valerie Lancaster
- Deb McMahon
- Sharlene Putman

35 Years

- Joe Fichera
- Sherridan Myers
- Brent O'Brien
- Charles Rendina

40 Years

- John Gribben



Employee Wellbeing

Council undertakes a number of employee health and wellbeing initiatives and programs. These are aimed at providing employees with information, tools and website links enabling them to make healthy choices which benefit them, whilst creating significant advantages for Council that include improved productivity, engagement and retention, and the ability to attract the best employees.

Pre-Employment Screening is utilised as part of the recruitment process to ensure that all preferred candidates have the ability to carry out the inherent requirements of the role and that no potential employee is put at risk in a position that does not suit them physically. It also enables Council to make reasonable adjustments to the role or workplace to ensure the best person for the role is not disadvantaged in any way.

Inherent Physical and Cognitive Requirement Assessments are carried out on all roles within Council. These assessments are used to inform the Occupational Therapists conducting the Pre-Employment Screening to assess the applicant's suitability to perform the role they have applied for. They can also be used to assist treatment providers and the Early Intervention Officer with injury management and determine suitable duties, where appropriate, for return to work planning. A Work Hardening Program is also available to provide advice and monitored exercises for staff who would like to improve their fitness for certain tasks and activities, which also reduces the risk of injuries.

Council is committed to ensuring all employees across the organisation have access to information and training regarding health and wellbeing. Any request to work from home as part of a Flexible Work Arrangement is only approved once a full OHS assessment of the home work space is completed by the Team Leader OHS, to ensure all work spaces are safe and compliant with relevant ergonomic requirements.

Council has also reinstated a Health and Wellbeing Working Group with the aim to provide advice and guidance on project direction, information on wellbeing campaigns, and health and wellbeing initiatives for staff.

Employee Assistance Program (EAP)

The EAP provides a confidential portal through which people can access a range of professional services at no cost to them. Council's EAP provider is called Converge International and they were chosen specifically for their ability to provide a local face-to-face service along with assistance through specialist helplines (ATSI, Eldercare, Family and Domestic Violence and LGBTIQ+).

The average utilisation rate of EAP's services amongst Council staff and their families between July 2024 and June 2025 was 4.7 per cent, in comparison to the Public Administration/Government benchmark of 8.7 per cent. This is an increase of .4 per cent on the previous reporting period.

The information provided by Converge International for the July 2024 to June 2025 period indicates the following:

- The gender ratio shows that 80 per cent of EAP clients during this period were female
- 73 per cent of clients worked full time
- 31 per cent of clients were over 50 in Age
- 75 per cent of issues reported were personal compared to 25 per cent work related

During this period, 120 appointments were utilised, with each client receiving an average of 3.2 sessions per EAP issue and a maximum of four appointments per issue. (Note, some clients may have contacted EAP more than once for a range of issues). A total of 30 per cent of clients received face-to-face appointments last year, whilst 36 per cent of clients received assistance via telephone and 34 per cent received assistance through video conferencing.

The top four personal issues were:

1. Emotional Resilience
2. Ongoing Stress
3. Other Mental health Conditions
4. Relationship/Separation

The top three work related issues were:

1. Termination
2. Change Management
3. Client Related Incident

Workplace Health and Safety

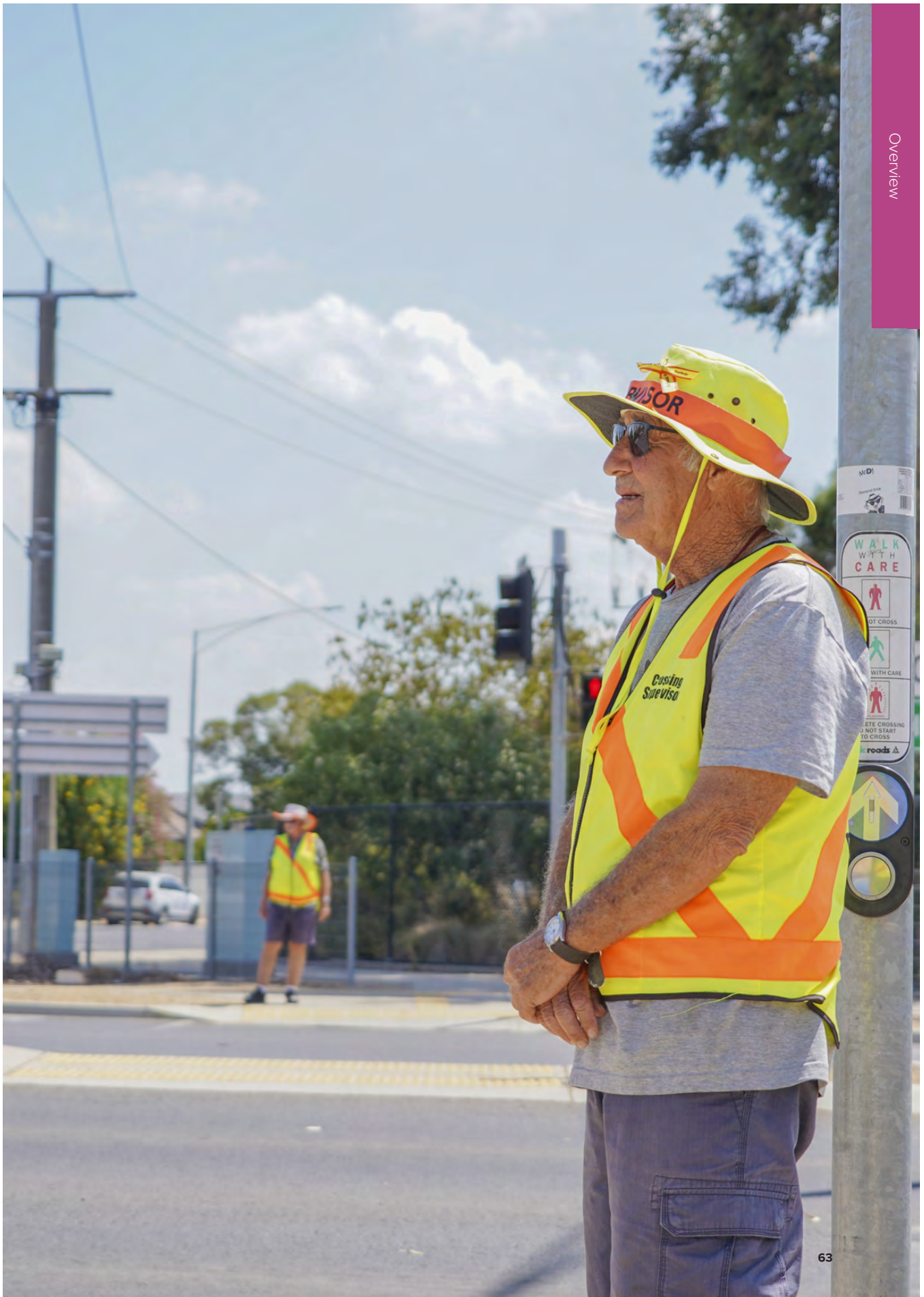
Council takes its responsibilities for providing a safe workplace very seriously. OHS Committee meetings are held on a quarterly basis for each Directorate, which is attended by all Directorate Managers and Health and Safety representatives. A bi-annual Strategic OHS Committee is attended by all Directors and chaired by the CEO. This format enables improved engagement at all levels of Council staff and ensures a more strategic overview and application of the safety culture within Council. Health and Safety representatives across the organisation are receiving improved training and being empowered to become more actively involved in promoting the safety culture.

Early intervention

Management of both work-related and non-work-related injuries continued to be a focus for early intervention. Employees incurring an injury either inside or outside of work are offered appointments free of charge at Council's provider Work Healthy Australia. If the employee's injury or illness prevents them from fulfilling the inherent requirements of their role, Council's Early Intervention Officer works with the provider and the individual to develop a care plan or a return to work plan to assist them to return to work or stay at work.

By having the assessment undertaken and comparing it to the documented inherent requirements of the role, it is possible to create a list of specific tasks that the employee will or will not be able to undertake, and build a care plan or return to work plan around these tasks. If possible, alternative duties are sought to keep the employee in the workplace. These are not necessarily in the same role or department as the employee's substantive position. By utilising Work Healthy Australia and working closely with the employee and their supervisor, results show the majority of employees suffering some kind of injury are able to remain on full duties and full hours throughout their treatment period. The Return On Investment (ROI) for the Work Healthy Australia program has proven to be greater than 5.40 to 1 Return on investment.

Council actively utilises these early intervention strategies to reduce its Work Cover premiums and lost time injuries. If the employee does put in a Work Cover claim and is unable to work for a period of time, Council works closely with the employee's treating practitioners and concentrates on providing return to work plans that will enable the employee to attend work in some capacity.





Volunteers

Greater Shepparton has a vibrant volunteer culture that actively supports a variety of community groups, organisations and venues. Volunteering strengthens the fabric of our society, provides a sense of belonging, and builds positive relationships.

Council recognises the services and support volunteers provide to our community. Volunteers help ensure essential services are provided and they play a significant role in creating a more equitable and cohesive community.

Council utilises volunteers across a variety of departments and programs, including:

- Events and Tourism Department - Visitor Information Centre, event support
- Community Wellbeing Department – Community Asset Committees and various Advisory Committees
- Early Years
- Sustainability and Environment Department – One Tree Per Child Program, Cussen Park Advisory Group
- Parks, Sport and Recreation Department – Friends of the Australian Botanic Gardens Shepparton
- Riverlinks

Additionally, Council supports several community volunteer groups, such as Community Planning Groups, recreation groups, service clubs and sporting clubs.

The Greater Shepparton Volunteer Manager's Network

Council facilitates the Greater Shepparton Volunteer Manager's Network (GSVMN). External to Council, the GSVMN consists of volunteer managers, coordinators and volunteer organisations from across the municipality. GSVMN members share resources to explore, evaluate and enhance the function of volunteering and volunteer management.

The GSVMN consists of 40 organisations who meet regularly across varied community locations in the municipality, allowing members to gain a better understanding of the volunteer assets that exist in Greater Shepparton. The core purpose of the GSVMN is to share knowledge and information resources, whilst also fostering strong partnerships between organisations.

The Greater Shepparton Volunteer Action Plan 2025-2029

The GSVMN, in partnership with Council, have developed the Greater Shepparton Volunteer Action Plan 2025-2029. The Volunteer Action Plan is informed by feedback from the local volunteering sector and broader community. It outlines aspirations designed to support volunteering across Greater Shepparton, in each of the following key themes:

- Promotion
- Skills and Training
- Engaging Young People
- Recruitment and Retention
- Networking
- Costs/Funding
- Reward and Recognition
- Corporate
- Inclusion

The GSVMN and Council are working collaboratively to progress the actions contained within the Volunteer Action Plan, by building on existing successes and addressing sector barriers.



Greater Shepparton Volunteer Recognition Awards

The 16th annual Greater Shepparton Volunteer Recognition Awards were held in May 2025, during National Volunteer Week, at Riverlinks Eastbank and via livestream. The awards ceremony was attended by approximately 360 people and the livestream viewed by more than 400.

The 2025 award ceremony featured Grace Egan as the guest speaker. Grace spoke about her career as an Australian rules footballer, playing in the AFL Women's, and the impact volunteers have in supporting junior sport and providing opportunities for young people.

The ethos of the awards is to encourage and celebrate community and grassroots volunteering, as well as to provide opportunities for participation. The theme of the 2025 awards was 'Connecting Communities', in line with the theme of National Volunteer Week.

Council proudly engages community members to participate in the planning and delivery of the Volunteer Awards. Those engaged to participate in the 2025 Awards included:

- Rowan Farren and Tone as emcees
- Entertainment by the Ludlow Twins – Stephanie and Lucy Ludlow

- A video featuring Volunteer Managers from the Greater Shepparton Volunteer Managers Network speaking about the impact and importance of volunteers. The Volunteer Managers featured were from FamilyCare, Mooroopna Education and Activity Centre (MEAC), the Greater Shepparton Lighthouse Project, and the Salvation Army Shepparton.
- The Young Volunteer Award category was renamed in honour of Bella Ainsworth, a fierce advocate, champion and supporter of youth engagement in our community, who sadly lost her short battle with cancer in 2024 at just 30 years of age. The perpetual renaming aims to inspire young volunteers through Bella's life, advocacy, and volunteerism.
- 41 nominations were received across four award categories. The 2025 winners were:
 - Caitlyn Tuohey – The Bella Ainsworth Young Volunteer
 - Lauren Wolfe - Adult Volunteer
 - Riding for the Disabled Shepparton - Volunteer Team
 - Clive Wood - Long Serving Volunteer

The award recipients were decided by two independent assessment panels, with each panel consisting of two community members and one senior Council Officer.



The changing landscape of volunteerism

Volunteerism across Victoria is undergoing a transformation. According to the 2021 census, the number of volunteers in the Greater Shepparton local government area was 7,912, which represents a decrease of 2,604 people since 2016.

While 2021 census data indicates volunteerism has decreased across Greater Shepparton, and is lower than the regional Victorian average, the contribution of local volunteers is significant. The average volunteer undertakes 4.3 hours of volunteering per week. Based on the Volunteering Victoria rate of estimating this value at approximately \$48/hr, this equates to volunteers contributing an incredible \$83 million per annum in economic value to our local government area.

More recent data indicates the Victorian volunteering sector is recovering from the decline in volunteerism that occurred during the COVID-19 pandemic. The 2025 State of Volunteering Report issued by Volunteering Victoria, shows volunteerism is making a recovery with 58.9% of Victorians over 15 years of age volunteering, compared to 42.1% in 2020. The way volunteering 'looks' is also changing, with many volunteers moving away from formal volunteering models and engaging in non 'traditional' forms of volunteering. Volunteer involving organisations and the GSVMN are continuously seeking new ways of engaging and working with volunteers – as underpinned by the Greater Shepparton Volunteer Action Plan 2025-2029. The National Strategy for Volunteering 2023-2033 is evidence based and informed by peer reviewed volunteering research papers, with a view to capturing evidence on a wide range of topics relating to volunteering.

The focus areas of the National Strategy are:

- Individual potential and the volunteer experience
- Community and social impact
- Conditions for volunteering to thrive

In addition, the National Standards for Volunteer Involvement are a best practice framework to guide volunteer involvement and are an essential resource for organisations and groups that engage volunteers.

On a state level, the Victorian Government's Victorian Volunteer Strategy 2022-2027 aims to ensure volunteering is inclusive and accessible – particularly for First Nations Peoples, multicultural communities, and people with disabilities.

Council and the GSVMN values the strategic direction provided by the federal and state peak volunteering bodies.

Council will continue to facilitate the GSVMN and collaborate with them to strengthen volunteerism across Greater Shepparton.







Part 2: Performance Report

Performance Report

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Part Two: Performance Report

This part of the Annual Report provides a summary of how we are performing in the five key themes identified in the 2021-2025 Council Plan.

The strategic goals that we are aiming to achieve are:



Community Leadership

We will prioritise our leadership in the community to celebrate our cultures, people and places that makes Greater Shepparton a unique, vibrant, diverse and liveable region.



Social Responsibility and Wellbeing

We will support the mental and physical health and wellbeing of all in our community, ensuring universal access to information, services, housing, healthcare and learning opportunities.



Vibrant and Diverse Economy

We will focus on driving economic development and establishing a strong, adaptive, sustainable and thriving region supported by agriculture and a diverse range of industries that provide employment and other opportunities to the community.



Infrastructure and Technology

We will focus on the planning of our region's requirements to enable delivery of technology and infrastructure to meet the current and future needs of the community



Environment and Climate Emergency

We will prioritise our environment and take urgent action to reduce emissions and waste in order to protect public health and create a region that mitigates and adapts to climate change.



THEME 1: COMMUNITY LEADERSHIP

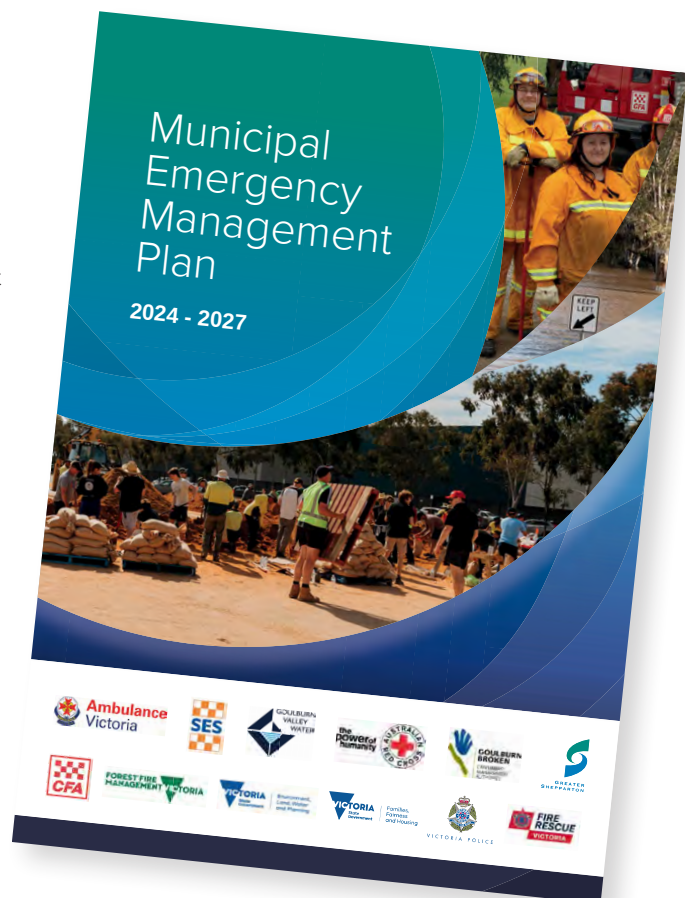
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We will prioritise leadership in the community to celebrate our cultures, people and places that makes Greater Shepparton a unique, vibrant, diverse and liveable region.

”

Objectives:

- Communities have resources and abilities to self-advocate
- Call for substantive First Nations constitutional change and structural reform
- Council provides customer service that meets the needs of the community
- Youth leadership is fostered, encouraged and embraced
- Good governance and sustainable financial management
- Provide a high profile collaborative advocacy role



Measures of Success:

PERFORMANCE MEASURES	TARGET	ACTUAL	INDICATOR
All community engagement undertaken in accordance with procedures	75%	90%	✓
Asset renewal and upgrade as a percentage of total depreciation	100%	86%	✗
Council decisions made at meetings closed to the public / Number of confidential items on agenda	<5%	2.4%	✓
Council will work in partnership with the youth sector to develop collaborative approaches, responsive and coordinated services for the ultimate benefit of all young people - Number of initiatives and programs delivered	4	120	✓
Customer Service over the last 12 months	65	70	✓
Implement actions in Youth Strategy	75%	100%	✓
Implement Reconciliation Action Plan	75%	75%	✓
Implementation of the Municipal Emergency Management Plan	100%	100%	✓
Increased participation of First Nations and non-First Nations community members	10%	10%	✓
Liquidity ratio	>100%	208%	✓
Number of community events providing training and upskilling opportunities	20	52	✓
Provide high profile advocacy to governments	10	13	✓
Underlying operating result	(1.1%)	4.5%	✓



Community Leadership Highlights

Council
advocating for
the short and
long-term needs
of our community

Council continues
Customer Service
Outreach Program

Strong results in the
2024/2025 Community
Satisfaction Survey

Mayor, Cr Sali
re-elected to Chair
of Regional Cities
Victoria

Council
adopts Greater
Shepparton
Municipal Emergency
Management Plan
2024-2026

Council
strongly
objects Victorian
Government
Emergency Services
and Volunteers
Fund

Young people
invited to design
Greater Shepparton's
Youth Mascot

Council hosts
BMX, skate and
scoot competition
and art workshop for
Greater Shepparton
Youth Fest 2024

Performance Report



THEME 2: SOCIAL RESPONSIBILITY AND WELLBEING



We will support the mental and physical health and wellbeing of all in our community, ensuring universal access to information, services, housing, healthcare and learning opportunities.



Objectives:

- Leave no one behind
- Recognise First Nations history and advance reconciliation
- Welcome and embrace multicultural communities and their cultures
- Address issues contributing to homelessness
- Support for families and children at all stages of their learning and development
- Community members are supported to achieve and sustain physical, emotional and creative wellbeing



Measures of Success:

PERFORMANCE MEASURES	TARGET	ACTUAL	INDICATOR
Advocate for supporting programs and infrastructure for families and children at all stages of their learning and development	8	8	✓
Council continues to work with our established partners in the multicultural community to foster and develop ongoing leadership and partnerships - Percentage of meetings attended	75%	100%	✓
Deliver programs that support people experiencing vulnerability	6	10	✓
Implement the Best Start Early Years Plan	75%	80%	✓
Implement the Creative City Strategy	75%	75%	✓
Implement the Gender Equality Plan	75%	75%	✓
Implement the Greater Shepparton Health and Wellbeing Action Plan	75%	75%	✓
Implement the LGBTIQA+ Action Plan	75%	75%	✓
Implement the Universal Access & Inclusion Plan	75%	75%	✓
Implementation of Affordable Housing Strategy actions	75%	75%	✓
Implementation of Multicultural Strategy actions	75%	75%	✓
Implementation of Positive Ageing Strategy actions	75%	75%	✓
Improving the early years outcome data through Early Childhood Education and Care Programs (0-5 years) and the Best Start Early Years Alliance - AEDC (Australian Early Development Census) results	>5%	-3.6%	✗
Small towns and neighbourhood action plans - completion of actions	75%	75%	✓
Support the implementation of the Goulburn Murray Regional Prosperity Plan (GMRPP) - Percentage of meetings attended	75%	75%	✓





Social Responsibility and Wellbeing Highlights

Seniors Festival
2024 held in Greater
Shepparton

Activities in the Park
launches summer
2024/2025 program
packed with exciting
activities

Council
hosts second
Empowering Early
Years Recruitment
Day

Greater
Shepparton
celebrates
International Day
of People with
Disability



Council invites passionate community members to join Disability and Positive Ageing Advisory Committees

Council welcomes new Swim Instructors to Aquamoves Swim School

Supporting safer school journeys – Council recruits School Crossing Supervisors

Council celebrates International Women's Day 2025 with a lineup of community events

Performance Report

THEME 3: VIBRANT AND DIVERSE ECONOMY

“

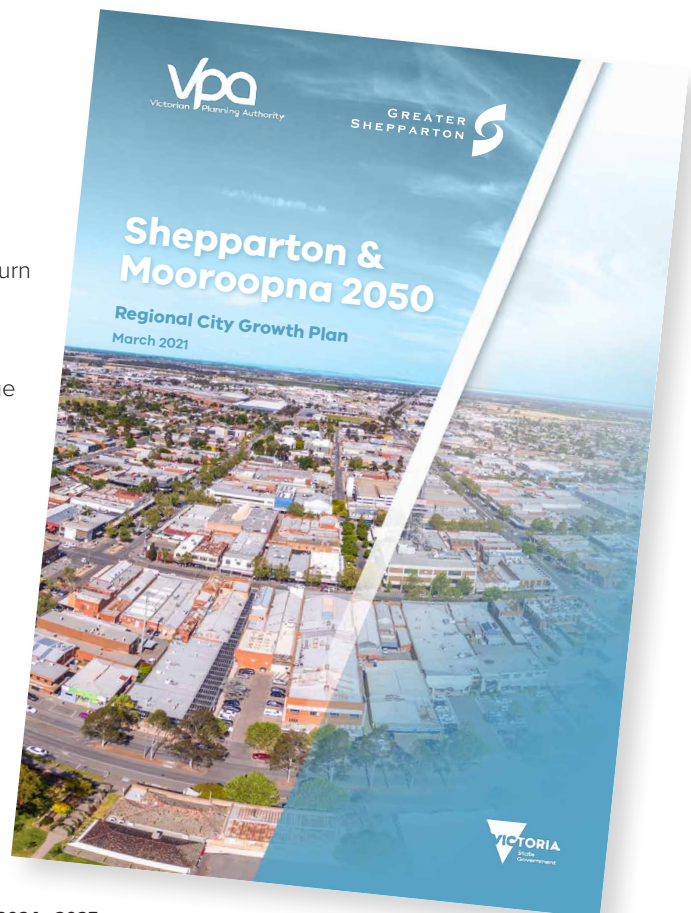
We will drive the visitor economy by growing visitor experiences and major events that provide employment and other opportunities to the community.

Our economic development will focus on establishing a strong, adaptive, sustainable and thriving region supported by agriculture and a diverse range of industries.

”

Objectives:

- Encourage and facilitate investment and expansion
- Attract people to live, work, study and remain in our region
- Expanded educational opportunities
- Maximise utilisation and investment return on Council assets
- Expand Greater Shepparton's visitor economy
- Efficient land use planning to encourage and support future development
- Enhancing water security in our region



Measures of Success:

PERFORMANCE MEASURES	TARGET	ACTUAL	INDICATOR
Advocate for a Technical Innovation College in the region - Number of actions	2	2	✓
Continue advocating for water security	12	16	✓
Continue to investigate and encourage the potential for heritage tourism through support for programs	4	4	✓
Encourage and further support First Nations and eco-tourism through projects supported	2	2	✓
Give effect to the Shepparton and Mooroopna 2050 Growth Plan in the Planning Scheme	100%	100%	✓
Implement infrastructure that provides additional tourism opportunities through projects supported	2	2	✓
Implement our Asset Management Strategy	75%	100%	✓
Implementation of Industrial Growth Corridors	3	2	✗
Implementation of International Engagement Strategy	80%	100%	✓
Implementation of the destination branding program	100%	90%	✗
Number of advocacy actions to support the growth and sustainability of regional tertiary education (e.g. university, TAFE)	8	10	✓
Number of case studies to increase renewable energy planning and land use	2	0	✗
Number of existing businesses Council assists to expand their operations in Greater Shepparton	80	66	✗
Number of new businesses Council assists to invest in Greater Shepparton	80	122	✓
Number of new investments and businesses supported by Council	80	104	✓
Number of programs run to support business following COVID-19	8	32	✓
Number of renewable energy projects initiated	4	4	✓
People supported though the Community Connector Program	400	426	✓
Small Town Business Engagement Events	8	16	✓
Support the continued development of Greater Shepparton's townships through preparing three growth plans for the ten townships	3	3	✓
Support the implementation of the Shepparton Education Plan through projects	4	4	✓
Update and implement the Economic Development, Major Events and Visitor Economy Strategy	50%	100%	✓



Vibrant and Diverse Economy Highlights

2024 TAC
Victorian Top
Tourism Town
Awards celebrate
Dookie and
Shepparton

Greater
Shepparton on
show at Asia Fruit
Logistica 2024

AFS Shepparton Cup
breaks records and
draws thousands to
Greater Shepparton

Melbourne
Victory
A-League
partnership
announced

Visitor Economy
Luncheon unveils a
year of exciting events
and tourism growth

Economic
Accord formalises
partnership between
regional councils

Maude Street Mall
revitalisation sees
positive results one
year on

Council adopts forward
thinking Economic
Development Strategy
2025-2030

THEME 4: INFRASTRUCTURE AND TECHNOLOGY

“

We will focus on the planning of our region's requirements to enable delivery of technology and infrastructure to meet the current and future needs.

”

Objectives:

- Create a smart city
- Plan, prioritise and communicate asset maintenance and new asset delivery
- Reliable, efficient, affordable and accessible transport
- Progress housing and business development opportunities
- Develop and improve community and recreation facilities



Measures of Success:

PERFORMANCE MEASURES	TARGET	ACTUAL	INDICATOR
Advocate for consistent, reliable and high speed connectivity - Number of initiatives implemented	2	2	✓
Advocating for State and Federal road funding - Number of grant applications	8	20	✓
Complete the redevelopment of Vibert Reserve	100%	100%	✓
Completion of detailed design for the Shepparton Sports and Events Centre	100%	100%	✓
Conduct a high level investigation into innovative public transport trial alongside a traditional transport model	1	1	✓
Develop Joint User Agreements with State Government for community and recreation facilities	1	1	✓
Implement the Annual Capital Budget - Completion of capital projects	90%	89%	✗
Implement the Shepparton CBD Strategy	75%	80%	✓
Implementation of the Playspace Strategy	75%	100%	✓
Implementation of the Sport 2050 Strategy	75%	38%	✗
Increase in kilometres of cycling and walking routes in Greater Shepparton	185	219	✓
Number of people cycling or walking to work within Greater Shepparton	384	1,132	✓
Number of smart technology initiatives implemented	4	4	✓
Secure construction funding for Stage 1 of the GV Highway Shepparton Bypass	100%	0%	✗





Infrastructure and Technology Highlights

Yanha Gurtji
Shared Path
extension complete
and improving
connectivity

Three-point
basketball court
construction complete
in Kialla Lakes and
Merrigum

Shepparton
BMX and
Cycling Velodrome
upgrades officially
complete

Council
endorses
way forward for
Shepparton Sports
and Events Centre



\$8.5 million
funding secured
for GV Link
Enterprise Park

Lighting up Tatura
Park Western Oval

Drummond Road
Drainage Upgrade
Project complete

New Tatura Skate Park
officially complete and
open for use

Performance Report

THEME 5: ENVIRONMENT AND CLIMATE EMERGENCY

“

We will prioritise our environment and take urgent action to reduce emissions and waste in order to protect public health and create a region that mitigates and adapts to climate change.

”

Objectives:

- Reduce carbon emissions in our community
- Conserve and improve biodiversity and our natural environment, and protect and improve river health
- Support a circular economy and reduce waste to landfill
- Drive climate change mitigation and adaptation



Measures of Success:

PERFORMANCE MEASURES	TARGET	ACTUAL	INDICATOR
Completion of renewable energy research report which assesses the possibility of agriculture and renewable energy co-existing	2	1	✗
Completion of report into viability of facility for glass recycling and sorting centre opportunities	100%	100%	✓
Continue with our One Tree Per Child program - Number of plants planted	100,000	103,500	✓
Deliver the actions from the RiverConnect Strategic Plan 2022 – 2026	75%	75%	✓
Implement Climate Change Adaptation Plan	50%	72%	✓
Implement Council's Zero Emissions Action Plan	50%	69%	✓
Implement Council's Climate Emergency Action Plan	75%	75%	✓
Number of advocacies completed for Renewable Energy Zone investment in Greater Shepparton	4	5	✓
Number of communities with a zero target emissions commitment	4	2	✗
Number of education and promotional activities of a circular economy	8	71	✓
Number of environmental and river health projects with First Nations involvement	4	4	✓
Number of Environmental Upgrade Agreements entered into	20	7	✗
Number of large scale renewable projects approved within the Greater Shepparton region	8	5	✗
Percentage of electric vehicles purchased in fleet	40%	40%	✓
Percentage of tree canopy cover	30%	23%	✗
Reduced waste to landfill	36%	47%	✗





Environment and Climate Emergency Highlights

Native plants, BBQ
and lots of fun at
National Tree Day

Council's Parks, Sport
and Recreation team
enhancing community
spaces

Risk of
Queensland Fruit
Fly a priority for
Council

Nature,
wildlife and fun
family activities at
River Tales and
Trails



Council
adopts Onsite
Wastewater
Management Plan
2025-2030

Council to
introduce Hard
Waste Collection
Service for Greater
Shepparton

Detox Your Home
event says goodbye
to hazardous
chemicals

Energy expert Geoff
Lodge provides home
energy tips for summer
and winter

Performance Report

Domestic Animal Management Plan (DAMP)

Council's Animal Management team provide an essential service to the community by promoting, educating and ensuring the responsible ownership of cats, dogs and other domestic animals. This contributes to making Greater Shepparton a safe and harmonious place to live for both our people and animals.

The team have had a busy year working through the actions of the Domestic Animal Management Plan, to address issues including registration and identification of dogs and cats, nuisance animals, dog attacks, dangerous or declared dogs, domestic animal businesses, puppy farms and animal welfare issues.

Over the past 12 months, the team have achieved the following outcomes:

- Provision of an animal management service that is efficient and meets community and legislative expectations
- Specific training to ensure authorised officers are appropriately skilled to educate and enforce legislation
- Implemented the Victorian Government funded Positive Animal Welfare (PAWS) Program
- Responded to 3,105 requests and reports from the community, with almost 500 extra requests compared to last year
- Monitored and inspected all declared dangerous, menacing and guard dogs
- Provided a 24-hour Animal Emergency Response service, responding to over 300 calls
- Successfully prosecuted 100 per cent of serious dog attack and animal cruelty incidents at court
- Promptly investigated 108 dog attacks, 48 dog rush incidents, 465 wandering dogs, 269 animal welfare concerns, and 110 reports regarding livestock trespassing on Council roads.



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Annual Report 2024 - 2025



Shepparton Animal Shelter

Over the past 12 months, the Shepparton Animal Shelter has supported and cared for 740 dogs, 1,290 cats, plus a number of rabbits, guinea pigs, pigeons, goats, cattle and sheep. The team has seen the impact cost-of-living pressures are having on the community's animals, with 264 cats and 180 dogs surrendered.

Improvement and security works continue at the Shepparton Animal Shelter facilities to ensure best practice care is provided.

Of the animals entering the shelter:

- Only 192 (15%) cats and 209 (28%) dogs were desexed
- Only 161 (12%) cats and 540 (73%) dogs were microchipped
- Only 65 (5%) cats and 174 (23%) dogs and were registered with Council
- 17 dogs were seized for serious dog attack or for serious animal cruelty concerns
- 3 deceased dogs and 39 deceased cats were collected by Rangers after being hit by cars on our roads
- 359 (66%) lost dogs and 74 (8%) lost cats were reunited with their owners

The Shepparton Animal Shelter launched several new marketing campaigns to increase animal adoption rates, including:

- Adoption campaigns and events including 'Royal Cat Adoption Day', 'Mission Adoptable' and 'Paws Summer'.
- 695 cats and 252 dogs found their forever families after being adopted
- A total of 89 cats, 13 dogs and 2 horses remain in the care of the Shepparton Animal Shelter at 30 June 2025

The Animal Management team continues to focus on several issues including the large semi-owned cat population and investigation into a new animal shelter facility to meet the requirements of modern day animal housing.

Work is also continuing to extend community engagement and education activities around responsible pet ownership. We continue to develop targeted media campaigns to provide the community with a responsive, trusted and knowledgeable resource for pet owners, while providing relevant advice to our residents.





Environmental Health Report 2024 - 2025

Council's Environmental Health team have the responsibility of protecting public health under the guidance and legislation of the State Government, including:

- Food Act 1984
- Public Health and Wellbeing Act 2008, and regulations made thereunder
- Environment Protection Act 2017, and regulations made thereunder
- Residential Tenancies (Caravan Parks and Movable Dwellings Registrations and Standards) Regulation 2024
- Tobacco Act 1987

Registered premises management

Certain businesses must register with Council each year and comply with various legislative requirements. Council processed and issued certificates of registration for the following types of businesses in 2024/2025:

- 724 food premises
- 154 hair/beauty/tattooists
- 54 accommodation
- 19 caravan parks

Council's Environmental Health Officers conducted:

- 581 inspections of Class 1, 2 and 3 food premises
- 40 inspections of temporary food premises at events held within the municipality
- 45 complaints investigated relating to unclean food premises, unsafe food or other matters

Food sampling

Environmental Health Officers are required under the Food Act 1984 to purchase food from food businesses registered with Council and submit that food for analysis, usually microbiological analysis. This is to ensure food for sale is both safe and suitable for human consumption. The food is assessed against the Microbiological Limits in Food outlined in the Australia New Zealand Food Standards Code.

A total of 105 food samples were required to be tested in 2024, with 25 food samples from Class 1 aged care facilities and 82 from Class 2 and Class 3 premises. Of the 107 food samples collected, 100 food samples were satisfactory and 7 were marginal (but still passed). All food samples complied with the microbiological limits outlined in the Australian New Zealand Food Standards Code.

Immunisation

Council's immunisation service is an important public health protection program to prevent the spread of preventable diseases within our community.

Council's Immunisation team deliver eight monthly public immunisation clinics at four locations throughout the municipality. In 2024/2025:

- 1,492 clients attended Council public clinics
- 2,879 vaccines were administered
- Japanese Encephalitis (JE) disease continued to be a threat to public health during the 2024/2025 summer period and 96 JE vaccines were given to at risk groups

Council's Immunisation team visit all secondary schools and alternative education providers of Year 7 and Year 10 students within the municipality, as part of the School Immunisation Program. In 2024/2025:

- 638 vaccines (Boostrix – Diphtheria, Tetanus and Pertussis and Gardasil – Human Papillomavirus) were given to Year 7 students
- 173 Meningococcal vaccines were given to Year 10 students

Council's Immunisation team provide annual flu vaccinations to business staff for a fee on request. A total of 595 flu vaccinations were given for this period.

Other Immunisation services offered to the community included processing 60 applications for past immunisation records and the preparation of 76 catch-up immunisation schedules for clients with overseas or incomplete records according to the National Immunisation Program.

Infectious disease management

The Public Health and Wellbeing Regulations 2019 list a number of diseases of public health concern, especially among vulnerable populations such as aged care facilities and child care centres.

Gastrointestinal illness in these settings is common and requires investigation by Council's Environmental Health Officers. During this period, 17 gastroenteritis outbreak investigations were investigated within:

- 3 aged care facilities
- 14 child care facilities
- 2 single incident gastroenteritis investigations as directed by Department of Health this year

Nuisance activities

Council's Environmental Health Officers are responsible for investigating complaints relating to nuisances that are, or liable to be, dangerous to health or offensive under the Public Health and Wellbeing Act 2008. Investigating these complaints can be complex and can take months to resolve. During this period, Council's Environmental Health Officers investigated 8 complaints with none of these requiring further action.

Mosquito management program

Council has been involved in monitoring the mosquito population on behalf of the Department of Health since 1974.

Council's mosquito monitoring program generally operates from November to April each year, depending on the weather and climate conditions. This program involves setting four adult mosquito traps at certain locations within the municipality each week during the season. The mosquitos captured are sent to a laboratory in Melbourne to count the numbers of mosquitos trapped, species identified and virus testing.

The program also includes environmental monitoring of surface waters in drains and wetlands for mosquito larvae and treatment, if certain species of mosquitos are identified.

Between 1 November 2024 to 30 April 2025:

- 110 traps were set
- 13,955 mosquitoes were sent to the laboratory in Melbourne for viral detection. This season was an unusual season with no virus detections in the adult mosquitoes trapped. Of these, only 117 mosquitoes caught were males, this is because the trap is designed to capture only female species. It is the females that bite and potentially transmit diseases.
- 215 sites (such as drainage and depression areas) were monitored for mosquito larvae

The mosquito numbers were lower in this period due to low average rainfall and above average (high) temperatures. This is consistent across other monitoring municipalities across the state.

Septic tank management

All properties not connected to reticulated sewerage systems are required to treat and dispose of their wastewater within their property, using a septic tank system if less than 5,000 litres per day.

Council's Environmental Health Officers review and process applications for new systems, inspect existing systems and work in closely with Council's Planning and Building teams to ensure a timely permitting process is provided to the community.

During this period:

- 66 permit applications were processed
- 153 inspections were completed
- 50 Certificates to Use were granted
- 119 planning and building referrals were actioned

Tobacco compliance

The purpose of the Tobacco Act 1987 is to prohibit certain sales or promotion of tobacco and non-tobacco products in Victoria. The legislation is designed to reduce the uptake of smoking and avoidable illness and deaths, as a result of smoking.

Inspections conducted:

- 39 tobacco retailers
- 16 eating and drinking establishments
- 21 outdoor locations (children's playgrounds, hospitals)
- 2 complaints investigated

Council also participates in a Cigarette Sales to Minors program to assist with compliance monitoring of tobacco retailers to ensure cigarettes are not sold to underage people. Unfortunately, the test purchase program had to be cancelled due to the lack of available test purchase assistants. Council Officers completed 73 additional inspection and education visits of tobacco retailers and outdoor locations.



Major Capital Works Report

By the end of June 2025, Council had delivered \$44.71 million worth of projects for the 2024/2025 financial year. Below are some of the main projects completed during the financial year.

Road Sealing and Asphalt Works	\$6,797,326
Footpath Renewals	\$1,272,326
Popular Avenue and Orrvale Road Intersection /upgrade	\$905,575
Tatura Park Western Oval Lighting	\$302,574
Major Culvert Byrneside-Gillieston Road Merrigum	\$388,026
Drummond Road Drainage Construction	\$1,488,156
Shepparton BMX Multi Use Events	\$1,865,914
Grammar Park Shared Path	\$394,549
Tatura Skate Park	\$433,823
Wanganui Oval Lighting and Irrigation	\$437,699
Playground Shadesails	\$285,802
Kerb and Channel Renewal Program	\$3,188,654
Sports Infrastructure	\$208,154
Playground and Border Renewals	\$245,220

Sustainability Reports

Our commitment

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

Financial sustainability

The 2021-2025 Greater Shepparton Council Plan highlighted a number of key financial principles, in particular a focus on financial sustainability. The Greater Shepparton City Council Financial Plan 2021-2031 was developed to guide how Council resources the delivery of services and infrastructure that the community value and need, while remaining financially sustainable. The challenge is for Council to continue to achieve high levels of service and affordability for the community, while maintaining financial sustainability for future generations to benefit.

In planning for our long-term financial sustainability, Council has adopted the following three financial policy statements to assess our financial health and performance.

Underlying operating position

Council recorded an underlying operating surplus of \$7.66 million or 4.52 per cent in 2024-2025. The underlying operating position, calculated by removing non-recurrent capital grants, monetary and non-monetary contributions from the accounting surplus of \$43.43 million, aims to illustrate the true underlying operating position of the Council.

The 2024-2025 result is favourably impacted by the timing of receipt of the 2025-2026 Federal Financial Assistance Grants, with Council receiving 50 per cent (\$8.88 million) of the allocation in advance in June 2025.

Council aims to achieve and maintain a true underlying operating surplus. The 2024-2025 result is favourable, however, the reliance on early receipt of grant funding illustrates the sustainability risk for Council resulting from

financial pressures including rate capping, cost escalation, natural disasters, and growth and service level expectations.

Liquidity

Also referred to as Working Capital, liquidity is calculated by measuring Council's current assets as a percentage of current liabilities. The broad objective of this indicator is to ensure Council has sufficient working capital available to pay bills when they fall due.

At the end of 2024-2025, Council reported a liquidity ratio of 204 per cent, which is considered low risk by the Victorian Auditor General's Office (VAGO). Council aims to maintain a liquidity ratio above 100 per cent.

Asset renewal

Council strives to allocate adequate funds towards maintaining its existing infrastructure, while at the same time continuing to deliver the services needed by the community. This is measured by comparing total expenditure on renewal and upgrade of assets as a percentage of depreciation expense, with a target of 100 per cent.

In 2024-2025, Council achieved a result of 86 per cent. The four-year actual average of this result is 96 per cent and the four-year planned average is 100 per cent. Renewal of existing assets, driven by condition data, continues to be prioritised in alignment with the 2021-2025 Council Plan. Council plans to deliver a result of 100 per cent in 2025-2026 and must continue to develop capital planning to ensure renewal of existing assets is prioritised.

Environmental Sustainability

The Environmental Sustainability Strategy continues to be implemented with many notable achievements.

RiverConnect

Fostering the community's love, respect and connection to the river environment, RiverConnect linked 5,480 people with the river and floodplains through a range of activities, classes and workshops in the last year.

Key achievements and highlights include:

- Engaged 5,480 people across 77 engagement events including hosting community planting days, the River Heritage Walk and Talk, Turtle Talk, and Zombie Fish Education Day
- Inspired 1,644 students from 19 schools and 2 early learning centres
- RiverConnect designed and delivered the first RiverConnect 'Caring for Nature Camp', a two-night immersive camp educating young adults on environmental issues and inspiring contributions to nature
- RiverConnect designed and delivered the first 'River Tales and Trails' to build awareness of shared path connections and promote outdoor recreation for health and wellbeing, through pop-up activities along a section of the shared path network
- Featured in 35 media items including 9 radio interviews, and increased social media following to 2,609 people (increase of 319 from previous year)
- RiverConnect also maintained 50 partnerships which collaborated towards the shared vision of RiverConnect

Energy Efficiency and Climate Resilience

2024-2025 saw Council and the Greater Shepparton community build on work already undertaken to reduce energy use and costs, and improve climate resilience for a more sustainable future. Council launched a number of initiatives to support the community to investigate and action reducing home and business energy costs.

Key achievements and highlights include:

- Council facilities continue to be powered by 100 per cent renewable electricity
- Council investigated options to reduce energy use at small and medium sized Council-owned sites including community assets and sporting facilities
- Council continued to educate the community on energy saving opportunities through the 'Cool Down Your Home This Summer' and 'Keep Your Home Warm This Winter' community energy efficiency events
- Council launched the Home Energy Efficiency Toolkits for borrowing from Goulburn Valley Libraries, for residents to assess and identify opportunities to reduce their energy usage and costs
- Along with other Goulburn Murray local governments, Council launched the Goulburn Murray Solar Savers, an initiative offering residents and businesses competitively priced quality energy efficiency products
- In July 2024, Council launched the first edition of the RISE newsletter, which includes information for residents on incentives and tips to reduce energy use and improve the comfort of homes, and to notify of sustainability and environment focused events
- Climate resilience pillars were included in Community Plans for environmental and health and wellbeing outcomes

One Tree Per Child

With a target to plant 25,500 plants each year, the 2024 and 2025 revegetation seasons saw many schools and community members participate in One Tree Per Child planting activities.

The broader community’s dedication to greening our municipality was particularly evident on National Tree Day in 2024, held on Sunday 28 July at YAKKA Basin Reserve, Shepparton, with 192 community members planting over 1,400 indigenous plants.

The start of the 2025 planting season saw a record number of schools and community groups showing their commitment through planting sessions, with 26 groups including over 1,200 participants helping to revegetate our local environment throughout May and June.

Circular Economy: Resource Recovery and Waste Management

The Resource Recovery Department facilitates Council’s strategic objectives for an effective transition towards circular economy principles through prioritisation of materials recovery to mitigate waste to landfill.

Resource Recovery Centres

- The Shepparton Resource Recovery Centre converted 9,500 tonnes of concrete, 1,000 tonnes of bricks and 890 tonnes of asphalt into recycled product ready for commercial and residential purposes
- The Shepparton Resource Recovery Centre converted 2,704 tonnes of organic green waste to mulch made available free of cost to the community
- Council’s Resource Recovery Centres (RRCs) located at Shepparton, Ardmona and Murchison disposed of 5,500 tonnes to landfill
- The Re-Sale Shop continued operating in the 2024-2025 financial year to provide community with the opportunity to benefit from reuse and repurposing of good quality products like bicycles, furniture, crockery etc.



Landfill

- Cosgrove Landfill received a total of 34,340 tonnes of municipal and commercial waste in the 2024-2025 financial year

Kerbside Collection Service

- Kerbside waste to landfill reduced by 600 tonne from the 2023-2024 financial year in the first full year of fortnightly red lid bin collection service
- Council commenced new waste service contracts for kerbside collection and processing
- Council continued its progression towards achieving the State Government landfill diversion targets of 72 per cent by 2025 and 80 per cent by 2030
- The weekly complimentary nappy and incontinence aid collection service diverted 124 tonne of nappy and incontinence material from landfill for conversion into kitty litter and soft plastic

Waste Education –**Supporting behaviour change**

In the 2024-2025 financial year, various community engagement events, communication, and information sharing sessions were conducted. The objectives of these were to facilitate adaptation to the implemented kerbside collection frequency changes. Community are enhancing their waste and recycling knowledge to make more informed decisions on how to dispose of items correctly.

The Resource Recovery Department connected with community across the various programs carried out in the 2024-2025 financial year, including:

- Resource Recovery Pop-Up Stall Program: A waste education stall at various settings like shopping centres, supermarkets, markets, festivals (Converge, Summer City Market etc.) to normalise discussions around waste and resource recovery
- Follow Your Rubbish Tour Program: A guided tour for residents, schools and community groups to Cosgrove Landfill and the Shepparton Resource Recovery Centre
- Detox Your Home Program: A state led annual program focusing on removing chemical and toxic waste from households and diverting them from landfill/or any bins
- Clean Up Program: An on-site clean up initiative to increase awareness on the ill effects of open dumping and littering
- Social Media Engagement and Animated Information Video: Frequent educational content disseminated online to inform residents of the importance of sorting recyclable material from the red lid bin

Stormwater discharge

Council manages a number of Gross Pollutant Traps (GPTs) that collect waste from our stormwater system, prior to the system discharging to our rivers and wetlands. These traps are cleaned out three to four times a year.

Social Sustainability

Council has a range of strategies and action plans to ensure that diversity is respected, that there is equity in the services that Council delivers and that social connectedness is nurtured. Council is committed to enable the Greater Shepparton community to enjoy a high-quality and healthy life free from discrimination. This includes providing services and taking actions that foster a good quality of life for all, through the advocacy and support of diversity, health, housing, education, employment, community development, and safety.

Reconciliation Action Plan

The Reconciliation Action Plan (RAP) (Innovate) 2023 –2025 outlines Council's commitment to reconciliation and to ensuring First Nations Peoples and cultures are respected, acknowledged and celebrated. The Innovate RAP builds upon the work undertaken in Council's Reflect RAP, and focuses on developing and strengthening relationships through engaging staff and stakeholders in activities that promote reconciliation.

Best Start Early Years Plan

The Best Start Early Years Plan 2020 – 2025 reinforces Council's commitment to the children and families in the municipality – ensuring every child within the municipality is provided the optimal opportunity to thrive. It aims to improve outcomes for children aged 0 to 6 years through enhancement and coordination of early education, care and health services, activities and other local developments for young children. The plan consists of five key themes:

- Play
- Learn
- Thrive
- Voice
- Share

Each theme provides opportunities to pilot targeted initiatives that, if successful, may be expanded to address the diverse needs of children and families across the municipality. These initiatives are implemented across a range of Council services including kindergartens, long day care centres, maternal and child health, and supported playgroups. Furthermore, collaborative partnerships with stakeholders support broader trialling and implementation of these projects.



Community Plans

Community planning is planning for the future of an area that is led by the community. The purpose of community planning is to empower and provide opportunities to local people to be proactive, influential and take ownership in shaping the future in the areas in which they live. Community planning is based on the principle that local people are the best source of knowledge and wisdom about their surrounds, and when harnessed, this can achieve better decision-making results for all stakeholders.

Through information gathering, identification of community assets (community resources) and community engagement, Community Planning Groups are established. These groups are supported by Council to develop a Community Plan and a list of actions that the group would like to achieve.

Council partners with the local Community Planning Groups to implement their plan through advocacy, seeking funding opportunities, and building the skills and capacity of the group. Community Plans are reviewed periodically to ensure priorities continue to be relevant to the community.

Multicultural Action Plan

Greater Shepparton is culturally and linguistically diverse, with over 17 per cent of residents speaking a language other than English at home. Community consultation provided the foundation for the development and adoption by Council of the Greater Shepparton Multicultural Action Plan (MAP) 2023 - 2026. The three key themes of the MAP are Inclusion and Celebration, Access to Services, and Communication.

Housing Strategy

The Greater Shepparton Housing Strategy 2011 was developed to respond to existing and future housing needs across the municipality, up to the year 2031. It includes objectives, strategies and actions to guide housing delivery and sets a long-term direction for future residential growth across Greater Shepparton. The strategy informs and guides decision-making by landowners, Council, service authorities and the general community about residential land, and housing needs and locations.

Since its adoption, progress has been made towards releasing land identified in the strategy. In June 2025, the Shepparton South East Precinct structure Plan was approved and is now released for development. Progress has been made in the development of structure plans for Waterbird Creek, Kialla West and Tatura. The growth plan for Toolamba was released for public consultation.

Affordable Housing Strategy

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

This year, Council commissioned a Planning System Review to explore strategies for encouraging the development of additional affordable housing within the local area. Further groundwork was undertaken for the Council-owned carpark at Rowe and High Streets, aimed at preparing Expression of Interest documentation and ensuring the site's development delivers optimal outcomes.

Public Health Strategic Plan and Municipal Public Health and Wellbeing Plan

The Greater Shepparton Public Health Strategic Plan 2018 - 2028 and Greater Shepparton Municipal Public Health and Wellbeing Plan 2021 - 2025 take a liveability approach to public health planning and aim to address the following liveability indicators in partnerships with key stakeholders and community:

- Access to food
- Arts and culture
- Climate change, mitigation, resilience and adaptation
- Community participation
- Crime and safety
- Education
- Employment and income
- Health and social services
- Housing
- Recreation facilities and open space
- Transport

Universal Access and Inclusion Plan

The Universal Access and Inclusion Plan (UAIP) 2021-2025 is a whole-of-Council approach that guides Council's priorities and ensures equity for people of all abilities in our diverse and inclusive municipality. The Plan has an associated Action Plan which aims to be achieved over a four-year period.

Women's Charter Alliance Advisory Committee

The Women's Charter Alliance Advisory Committee provides advice to Council on issues relating to the Victorian Government Women's Charter and its key principles. A three-point Action Plan focusing on gender equity, diversity and active citizenship guides the key strategic objectives of this committee. The committee encourages initiatives that create opportunities for women to access information, share knowledge and be aware of local leadership opportunities. The Women's Charter Action Plan 2022-2025 and Annual Implementation Plan provide the framework for the work of the committee.

Gender Equality Action Plan

The Gender Equality Action Plan (GEAP) 2021-2025 was established in response to a broad staff consultation process, including the completion of the People Matter Survey, a series of workshops, and a focus group to refine the GEAP. The GEAP is an internal, operational document and tool to articulate a clear vision of gender equality, providing a strategic foundation through the implementation of gender equitable actions and strategies.

Creative City Strategy

With the aim of "unlocking the creative potential of the Greater Shepparton community, enabling creativity in all its forms to enhance liveability, economic growth and social cohesion", the Creative City Strategy 2022-2027 includes actions that are intended to have a major impact on social sustainability of the municipality. Key directions include championing First Nations art and culture, promoting active participation for all ages, and celebrating diversity.

Positive Ageing Strategy

Community consultation has provided the foundation for the development of a Positive Ageing Strategy 2023-2026. The Positive Ageing Strategy strives to create an inclusive and age-friendly environment that fosters active participation, engagement and contributions from our older people. The four key themes and priority areas of the strategy are:

- Information and Communication
- Social Connections
- Activities and Services
- Outdoor Spaces and Built Environment, and Safety

LGBTIQA+ Advisory Committee

The LGBTIQA+ Advisory Committee was established by Council with the aim to act as an advocacy and representative body. The committee supports and informs future Council directions on behalf of the LGBTIQA+ community, provides guidance to decision making, and promotes inclusive practices across Council. The LGBTIQA+ Advisory Committee Action Plan 2022-2025 and Annual Implementation Plan provide the framework for the work of the Committee.

Positive Ageing Advisory Committee

The Positive Ageing Advisory Committee (PACC) provides a platform where representatives of the ageing community can discuss and provide advice to Council on opportunities and challenges relating to positive ageing within Greater Shepparton. The PAAC supports the implementation and monitoring of the Positive Ageing Strategy through the development of Annual Implementation Plans.

Disability Advisory Committee

The purpose of the Disability Advisory Committee (DAC) is to provide a platform for advocacy and representation on issues relating to people living with a disability in the community, to support and inform future Council directions relating to issues affecting those with a disability, promote good decision making, and enhance inclusive practices across Council. The DAC plays a role in monitoring the implementation of Council's Universal Access and Inclusion Plan 2022-2026.

Free From Violence Local Government Program

The Greater Shepparton Free From Violence program, funded through the Department of Families, Fairness and Housing (DFFH), aims to provide a whole-of-council approach to addressing the underlying drivers of family violence, and promote gender equality, both internally and externally. The three-year project aims to address Council as a workplace, service provider, connector and leader/decision maker within the community.

Resilience in Recovery

Council has been working with local organisations and state government agencies to coordinate funded flood recovery programs for Greater Shepparton following the October 2022 flood event, and the December 2023 and January 2024 Victorian storm and flood events.

Guided by Council's Municipal Recovery and Resilience Plan 2023-2025, recovery activities focus on the recovery environments of built, economic, natural and social, and consider Aboriginal culture and healing. Community-led recovery that takes a place-based approach is at the core of Council's flood recovery program.

Community Recovery Committees (CRC) established in Bunbartha, Mooroopna, Murchison and Undera, have developed Community Emergency Management Plans to prepare for, respond to, and recover from emergencies. Community Emergency Management Plans are recognised in Victoria's emergency management planning framework.

The Resilience in Recovery program is led by Council's Emergency Management and Resilience team, informed by the CRC's and broader community, providing a range of inclusive events, training opportunities, information and resources, designed to encourage and support our community to navigate the path to recovery and build resilience to respond to future events.





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Council Meetings

Scheduled Council meetings are held on the fourth Tuesday of each month, commencing at 3.00pm.

Scheduled Council meetings include public question time. Public questions must be submitted five clear business days prior to the Council meeting. Additional Council meetings are also held as required.

There were a total of 13 Council meetings held in 2024-2025, with eleven (11) scheduled and two (2) additional meetings. Meetings of the Council are open to the public unless the Council resolves to close the meeting. Council is committed to transparent governance and therefore Council meetings are only closed by resolution of Council when considering confidential reports.

All Council meetings are now held in the Council Boardroom, at the Welsford Street Council office, however Councillors may participate virtually should they be unable to attend physically, as per the Governance Rules.

The times and venue of Council meetings are advertised on Council's website and Facebook page. In addition, Council meetings are livestreamed to Council's Facebook page with recordings then available through the website on YouTube.

Briefing sessions

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

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

Councillors

The Councillors set the Council's direction by making decisions on key issues and policies that affect people's lives and community prosperity. Council is also responsible for making statutory decisions, adopting policy, advocacy, and the appointment of the Chief Executive Officer. Councillors work closely with the Chief Executive Officer to make important decisions and determine service priorities. The Chief Executive Officer then delegates tasks to members of their administration to be actioned.

Councillors are bound by their adopted Code of Conduct in accordance with the Local Government Act 2020. The code outlines legislative requirements and expectations of Councillors when representing the Council, and in their dealings with the community, Council staff, and each other.

The Mayor is elected by at least a majority vote, where the position becomes the leader of all the Councillors, whether they supported an individual or not. What this means is that the Mayor has responsibilities towards, and is accountable to, all Councillors.

The Mayor is the ceremonial head, chairs Council meetings, is Greater Shepparton's representative at civic, business and governmental meetings and events, and is the official spokesperson for Council.

The following are the Councillors of Greater Shepparton City Council for the 2024-2025 financial year:

1 July 2024 to 25 October 2024 period**Cr Shane Sali (Mayor)****Cr Sam Spinks (Deputy Mayor)****Cr Seema Abdullah****Cr Dinny Adem****Cr Anthony Brophy****Cr Geoff Dobson****Cr Greg James****Cr Ben Ladson****Cr Fern Summer****26 October 2024 to 30 June 2025 period****Cr Shane Sali (Mayor)**

- Elected as Mayor on 19 November 2024

Cr Anthony Brophy (Deputy Mayor)

- Elected as Deputy Mayor on 19 November 2024

Cr Geoff Akers**Cr Kieron Eddy****Cr Rod Schubert****Cr Sam Spinks****Cr Fern Summer****Cr Steven Threlfall****Cr Paul Wickham**

Councillor Allowances and Expenses

Councillors are entitled to receive an allowance while performing their duties as a Councillor in accordance with Section 39 of the Local Government Act 2020.

The Victorian Independent Remuneration Tribunal made their first determination of Councillor allowances in March 2022, effective 18 December 2021. Prior to this, Councillor Allowances were set by the Minister for Local Government.

Remuneration of the Councillors of Greater Shepparton City Council for the 2024-2025 financial year are as follows:

1 July 2024 – 17 December 2024

Mayor - \$109,114 per annum

Deputy Mayor - \$ 54,558 per annum

Councillors - \$ 34,028 per annum

18 December 2024 – 30 June 2025

Mayor - \$ 111,987 per annum

Deputy Mayor - \$ 55,994 per annum

Councillors - \$34,028 per annum

Note: These values are inclusive of any Superannuation Guarantee Contribution amount, or equivalent, that may be payable under Commonwealth law.

In addition to Councillor allowances, the table below details the expenses, including reimbursements, which were paid by Council during the 2024-2025 financial year, for each Councillor:

COUNCILLORS	COUNCILLOR ALLOWANCES (INCLUDING MAYOR)	TRAVEL EXPENSES	PROFESSIONAL DEVELOPMENT EXPENSES	EXPENSES TO SUPPORT THE PERFORMANCE OF THE ROLE
Cr Seema Abdullah	\$10,908	\$1,215	\$1,880	\$688
Cr Dinny Adem	\$10,908			\$901
Cr Geoff Dobson	\$10,908	\$1,850		\$925
Cr Greg James	\$10,908	\$246		\$752
Cr Ben Ladson	\$10,908			\$896
Cr Geoff Akers	\$21,350			\$5,341
Cr Anthony Brophy	\$45,624	\$1,565	\$1,000	\$8,626
Cr Kieron Eddy	\$21,350			\$5,028
Cr Shane Sali	\$94,986	\$11,461	\$1,000	\$7,968
Cr Rod Schubert	\$21,350			\$5,119
Cr Sam Spinks	\$38,838	\$1,140		\$7,938
Cr Fern Summer	\$32,258			\$6,147
Cr Steven Threlfall	\$21,350			\$5,028
Cr Paul Wickham	\$21,350			\$5,113
Total payments	\$383,471			

Audit and Risk Management Committee

The Audit and Risk Management Committee (ARMC) is an independent Advisory Committee to Council, formed pursuant to Section 53 of the *Local Government Act 2020*.

The primary objective of the ARMC is to assist Council in the effective conduct of its responsibilities for monitoring the compliance of Council policies and procedures, monitoring Council financial and performance reporting, monitoring and providing advice on risk management and fraud prevention systems and controls, and overseeing internal and external audit functions.

The Committee comprises of two Councillor representatives and four independent members appointed by Council.

The membership of the Committee in 2024-2025 was:

Independent members

- Goran Mitrevski (Chair)
- Stephen Coates
- Daniel Butel
- Andrew Johnson

Councillor representatives

- Cr Shane Sali
- Cr Anthony Brophy
 - 21 December 2021 – October 2024
- Cr Geoff Akers
 - commenced 26 November 2024

The Councillor representatives do not receive an allowance as part of their membership of the Audit and Risk Management Committee.

The current rates for independent members is set at \$890 per meeting, with the Chair receiving \$1,126 per meeting.

ARMC INDEPENDENT MEMBER	INDEPENDENT MEMBER ALLOWANCE	TRAVEL EXPENSES	PROFESSIONAL DEVELOPMENT EXPENSES	EXPENSES TO SUPPORT THE PERFORMANCE OF THE ROLE
Goran Mitrevski	\$5,630			
Stephen Coates	\$4,450			
Daniel Butel	\$4,450			
Andrew Johnson	\$4,450			

There were no expenses incurred by the Audit and Risk Management Committee during the 2024-2025 financial year.

Delegated Committee

Development Hearings Panel

Council only has one authorised delegated committee, that being the Development Hearings Panel. This Committee of Council was formed under Section 63 of the Local Government Act 2020.

Development Hearings Panel members include two nominated Councillors, appointed members of Council staff, and representatives from designated Councils.

Pursuant to delegated powers, it can consider and determine upon Town Planning/ Development Approval Applications which:

- Are referred by Council officers
- Are recommended for refusal; or
- Have five or less objections lodged

No payment of allowances or expenses to perform the functions associated with this committee were paid by Council in the 2024–2025 financial year.

Community Asset Committees

Pursuant to section 65 of the Local Government Act 2020, Greater Shepparton City Council established 17 Community Asset Committees by resolution of Council on 18 August 2020.

Community Asset Committee members are volunteers and do not receive any individual allowances or expenses to perform their functions.

The Community Asset Committees oversee the management of the following facilities:

- Arcadia Recreation Reserve and Community Centre
- Bunbartha Recreation Reserve
- Caniambo Hall
- Central Park Recreation Reserve
- Congupna Recreation Reserve and Community Centre
- Dhurringile Recreation Reserve and Community Centre
- Dookie Memorial Hall
- Dookie Recreation Reserve and Community Centre
- Harston Hall
- Karamomus Hall and Recreation Reserve
- Katandra West Community Facilities
- Kialla District Hall
- Lemnos Recreation Reserve
- Murchison Community Centre
- Tallygaroopna Memorial Hall
- Tallygaroopna Recreation Reserve and Community Centre
- Toolamba Recreation Reserve and Community Centre

Procurement

Council is committed to ensuring all procurement activities are carried out in a fair, equitable and fully transparent manner, and provide optimal value for money and sustainable outcomes.

In accordance with Section 108 of the Local Government Act 2020 and Council's Procurement Policy, a publicly advertised Request for Tender process is required to be undertaken where the anticipated contract value exceeds \$200,000 for goods, services or works. During the 2024-2025 financial year, Council managed formal procurement processes (including Requests for Tender, Requests for Quotation and Expression of Interest requests), most of which resulted in the successful award of a contract during the same period.



Contracts entered into by Council in accordance with S108 of the Local Government Act 2020 and Council's Procurement Policy for the period 1 July 2024 to 30 June 2025*:

CONTRACT NUMBER	CONTRACT DESCRIPTION
2357	Saddleback Road Table Drain Rectification Works
2347	Provision of Cleaning Services - Council Buildings
2358	Construction of Orrvale Road and Poplar Avenue Roundabout - Orrvale VIC
2378	Drummond Road Drainage Construction - Shepparton VIC
2379	Provision of Asphalt Surfacing and Associated Works - Panel of Suppliers (6)
2365	Minor Civil Works - Panel of Suppliers (6)
2367	Shepparton BMX Club Multi Use Events Pavilion
2366	Shepparton BMX Track Start Hill Enhancements
2373	Cycling Precinct Velodrome Lighting Upgrade
2385	Tatura Park Western Oval Lighting Upgrade
2394	Shepparton BMX Track Enhancements - Track Batter Surfacing
2383	GV Link - Construction Stage 1 - 250 Toolamba Road, Mooroopna Vic 3629
2398	Design of Cell 3 - Cosgrove 3 Landfill
2396	Major Culvert Renewal - Byrneside-Gillieston Road, Merrigum Vic
2395	Design and Construct Playground Shade Sails (9 sites)
2388	Multi Use Change Room Facility at VISY Stadium, Shepparton Vic
2390	Data Centre Computer & Storage Refresh
2399	Guard Rail Upgrade Works - Bridge Road, Cosgrove South Vic
2402	Skate Park Lighting - Victoria Park, Shepparton Vic
2410	Marlboro Drive Precinct - Drainage and Wetland Landscape - Stage 1 - Kialla
2411	Design & Construction Margaret Street Pump Station, Tatura VIC
2386	Wanganui Oval Lighting, Packham Street Shepparton VIC
2393	RiverConnect Shared Path Design - Route 2
2400	Design & Construction - Lake Amaroo Pedestrian Bridge Superstructure - Kialla
2407	Flood Mitigation Works - Stevenson Street, Murchison Vic
2403	Design & Construction - Deakin Reserve Sports Oval LED Lighting Upgrade
2405	Katandra West Hall - Structural Remediation, Repair and Improvement Works
2409	North Growth Corridor Drainage Upgrade, Warrumbungle Drive Shepparton
2416	Design and Construction of Wanganui Oval Irrigation, Shepparton Vic
2397	Design & Construction of Tatura Skate Park - Memorial Place, Tatura Vic
2404	Floor Level Survey - Kialla, Mooroopna and Shepparton Vic
2401	Lenne Street Drainage Upgrade - Construction - Stage 1
2414	Design, Supply & Construction of Prefabricated Public Toilets at Katandra
2412	Grammar Park Shared Path GV Highway, Shepparton Vic
2353	Design and Construction Princess Park Multi Use Events Pavilion, Shepparton
2289	Provision of Essential Safety Measures
2431	Provision of Australian Standards - MAV
2444	Office Supplies, Furniture and Workplace OH&S - MAV
2423	Tyres Wheels and Associated Services - NPN

CONTRACT NUMBER	CONTRACT DESCRIPTION
2392	Digital Mail - MAV
2389	Heavy Plant Machinery Equipment - MAV

**As required by Section 10 (d)(i) of the Local Government (Planning and Reporting) Regulations 2020*

Contracts entered into by Council valued above the contract value at which the Council must engage a competitive process under its Procurement Policy, but for which the Council did not invite a tender or seek an expression of interest, and which did not meet the conditions for the Council to purchase goods or services without inviting a public tender or seeking an expression of interest for the period 1 July 2024 to 30 June 2025*:

- Nil

**As required by Section 10 (d)(ii) of the Local Government (Planning and Reporting) Regulations 2020*

Infrastructure and Development Contributions

Table 1. Total DCP levies received in 2024-2025 financial year

DCP NAME AND YEAR APPROVED	LEVIES RECEIVED IN 2024-2025 FINANCIAL YEAR (\$)
South Growth Corridor (2003)	\$10,159.00
North Growth Corridor (2003)	\$28,000.00
Mooroopna West Growth Corridor (2010)	0.00
North East Growth Corridor (2019)	\$1,012,684.00
South East Growth Corridor (2025)	0.00
Total	\$1,050,843.00
NEGC provided as WIK	

Table 2. DCP land, works, services or facilities accepted as works-in-kind in 2024-2025 financial year

DCP NAME AND YEAR APPROVED	PROJECT ID	PROJECT DESCRIPTION	ITEM PURPOSE	PROJECT VALUE (\$)
South Growth Corridor (2003)	N/A	N/A	N/A	0.00
North Growth Corridor (2003)	N/A	N/A	N/A	0.00
Mooroopna West Growth Corridor (2010)	RB-03/OS-03	Retention basin	Land at OS-03 (connected to RB-03) and related costs	\$306,440.00
North East Growth Corridor (2019)	N/A	N/A	N/A	0.00
South East Growth Corridor (2025)	N/A	N/A	N/A	0.00
Total				0.00

**Table 3 – Total DCP contributions received and expended to date
(for DCPs approved after 1 June 2016)**

DCP NAME AND YEAR APPROVED	TOTAL LEVIES RECEIVED (\$)	TOTAL LEVIES EXPENDED (\$)	TOTAL WORKS-IN-KIND ACCEPTED (\$)	TOTAL DCP CONTRIBUTIONS RECEIVED (LEVIES AND WORKS-IN-KIND) (\$)
South Growth Corridor (2003)	N/A	N/A	N/A	N/A
North Growth Corridor (2003)	N/A	N/A	N/A	N/A
Mooroopna West Growth Corridor (2010)	N/A	N/A	N/A	N/A
North East Growth Corridor (2019)	\$1,012,684	\$4,347,417.00	\$3,459,635.00	\$4,472,319.00
South East Growth Corridor (2025)	0.00	0.00	0.00	0.00
Total	\$1012,684.00	\$4,347,417.00	\$3,459,635.00	\$4,472,319.00

**Table 4 – Land, works, services or facilities delivered
2024-2025 financial year from DCP levies collected**

PROJECT DESCRIPTION	PROJECT ID	DCP NAME AND YEAR APPROVED	DCP FUND EXPENDED (\$)	WORKS-IN-KIND ACCEPTED (\$)	COUNCIL'S CONTRIBUTION (\$)	OTHER CONTRIBUTIONS (\$)	TOTAL PROJECT EXPENDITURE (\$)	PERCENTAGE OF ITEM DELIVERED
Nil	-	-	-	-	-	-	-	-
North East Retention Basin	RB-03/OS-03	North East Growth Corridor C118 2019 (amended VC249 2023)	\$26,772.00	\$306,440.00			\$26,772.00	
Retention basin	RB-02	North East Growth Corridor C118 2019 (amended VC249 2023)	\$222,871.00		\$112,549.00		\$335,417.00	
Drainage Upgrade	Drainage and Wetland	North Growth Corridor 2002 (extended C203 2018)			\$227,285.00		\$227,285.00	
Project and Planning	PL	South East Growth Corridor C117 2024	\$268,483.00				\$268,483.00	

PROJECT DESCRIPTION	PROJECT ID	DCP NAME AND YEAR APPROVED	DCP FUND EXPENDED (\$)	WORKS-IN-KIND ACCEPTED (\$)	COUNCIL'S CONTRIBUTION (\$)	OTHER CONTRIBUTIONS (\$)	TOTAL PROJECT EXPENDITURE (\$)	PERCENTAGE OF ITEM DELIVERED
Farquharson Land Acquisition Fees	Bicycle path	South Growth Corridor 2002 (extended C203 2018)			\$7,482.00		\$7,482.00	
Ganges Shared Path	Bicycle path	South Growth Corridor 2002 (extended C203 2018)			\$27,591.00		\$27,591.00	
Edgewater Estate Intersection with GV Highway	Intersection	South Growth Corridor 2002 (extended C203 2018)			\$19,994.00		\$19,994.00	
Edgewater Estate Landscaping	Reserves	South Growth Corridor 2002 (extended C203 2018)			\$185,566.00		\$185,566.00	
Edgewater Highway Reserve	Reserves	South Growth Corridor 2002 (extended C203 2018)			\$13,000.00		\$13,000.00	
Total			\$518,126.00	\$306,440.00	\$593,467.00	\$0.00	\$1,111,590.00	

Council Records

In accordance with Council's Public Transparency Policy adopted under Section 57 of the Act, the following Council records are publicly available on Council's website or upon request:

- Council Meeting agendas
- Reporting to Council
- Minutes of Council Meetings
- Reporting from Advisory Committees to Council through reporting to Council
- Audit and Risk Committee Performance Reporting
- Terms of reference or charters for Advisory Committees
- Registers of gifts, benefits and hospitality offered to Councillors or Council Staff
- Registers of Conflicts of Interest disclosed by Councillors or Council Staff
- Submissions made by Council
- Registers of donations and grants made by Council
- Registers of leases entered into by Council, as lessor and lessee
- Register of Delegations
- Register of Authorised officers
- Register of Election campaign donations
- Summary of Personal Interests
- Any other Registers or Records required by legislation or determined to be in the public interest

Council also makes available the following records for inspection:

- Submissions received under section 223 of the Local Government Act 1989 until its repeal or received through a community engagement process undertaken by Council; and
- Other records as outlined on Council's website
- Various newsletters, reports and handbooks for residents, businesses and visitors to Council

Access to information

- Information is available on the Council website, at Council offices, or by request
- Members of the public can make different kinds of information requests to the Council, such as informal requests for documents and information
- The Freedom of Information Act 1982 also gives members of the public a right of access to documents that Council holds. Council is committed to, where possible, proactive and informal release of information. A Part II Statement is published on Council's website in accordance with the Freedom of Information Act 1982



Governance and Management Checklist

This checklist is prescribed under the Local Government Act 2020. It includes the required and recommended frameworks, policies, procedures, and practices that councils should have in place. The checklist measures whether a council has strong governance and management frameworks covering community engagement, planning, monitoring, reporting and decision making.

GOVERNANCE AND MANAGEMENT LIST ITEMS		ASSESSMENT	
1	Community Engagement Policy (Policy outlining Council's commitment to engaging with the community on matters of public interest)	Adopted in accordance with section 55 of the Act: Date of adoption: 21 November 2023	✓
2	Community engagement guidelines (Guidelines to assist staff to determine when and how to engage with the community)	Current guidelines in operation: Date of commencement of current guidelines: 12 August 2024	✓
3	Financial Plan (Plan outlining the financial and non-financial resources required for at least the next 10 financial years)	Adopted in accordance with section 91 of the Act: Date of adoption: 19 October 2021	✓
4	Asset Plan (Plan setting out the asset maintenance and renewal needs for key infrastructure asset classes for at least the next 10 years)	Adopted in accordance with section 92 of the Act: Date of adoption: 21 June 2022	✓
5	Revenue and Rating Plan (Plan setting out the rating structure of Council to levy rates and charges)	Adopted in accordance with section 93 of the Act: Date of adoption: 23 June 2025	✓
6	Annual Budget (Plan setting out the services to be provided and initiatives to be undertaken during the budget year and the funding and other resources required)	Adopted in accordance with section 94 of the Act: Date of adoption: 23 June 2025	✓
7	Risk Policy (Policy outlining Council's commitment and approach to minimising the risks to Council's operations)	Current policy in operation: Name: Risk Management Operational Policy Date of commencement of current policy: 4 June 2024	✓
8	Fraud Policy (Policy outlining Council's commitment and approach to minimising the risk of fraud)	Current policy in operation: Name: Fraud and Corruption Control Policy Date of commencement of current policy: 15 June 2021	✓
9	Municipal Emergency Management Planning (Participation in meetings of the Municipal Emergency Management Planning Committee)	Municipal Emergency Management Planning Committee (MEMPC) meetings attended by one or more representatives of Council during the financial year: Dates of MEMPC meetings attended: 19 September 2024 27 February 2025 5 June 2025	✓

GOVERNANCE AND MANAGEMENT LIST ITEMS		ASSESSMENT	
10	Procurement Policy (Policy outlining the principles, processes and procedures that will apply to the purchase of goods and services by the Council)	Adopted in accordance with section 108 of the Act: Date of adoption: 23 June 2025	✓
11	Business Continuity Plan (Plan setting out the actions that will be undertaken to ensure that key services continue to operate in the event of a disaster)	Current plan in operation: Name: Business Continuity Plan (BCP) Date of adoption: 14 February 2018	✓
12	Disaster Recovery Plan (Plan setting out the actions that will be undertaken to recover and restore business capability in the event of a disaster)	Current plan in operation: Date of adoption: 7 April 2022	✓
13	Complaint Policy (Policy under section 107 of the Act outlining Council's commitment and approach to managing complaints)	Policy developed in accordance with section 107 of the Act: Date of commencement of the policy: 16 February 2021	✓
14	Workforce Plan (Plan outlining Council's commitment and approach to planning the current and future workforce requirements of the organisation)	Plan developed in accordance with section 46 of the Act: Date of commencement of the current plan: 21 December 2021	✓
15	Payment of Rates and Charges Hardship Policy (Policy outlining Council's commitment and approach to assisting ratepayers experiencing financial hardship or difficulty paying their rates)	Current policy in operation: Date of commencement of the current policy: 15 September 2020	✓
16	Risk Management Framework (Framework outlining Council's approach to managing risks to the Council's operations)	Current framework in operation: Date of commencement of current framework: 18 July 2023	✓
17	Audit and Risk Committee (Advisory Committee of Council under sections 53 and 54 of the Act)	Established in accordance with section 53 of the Act: Date of establishment: 15 March 2022	✓
18	Internal audit (Independent accounting professionals engaged by the Council to provide analyses and recommendations aimed at improving Council's governance, risk and management controls)	Internal auditor engaged: Date of engagement of current provider: 18 July 2023	✓
19	Performance Reporting Framework (A set of indicators measuring financial and non-financial performance, including the performance indicators referred to in section 98 of the Act)	Current framework in operation: Date of commencement of current framework: 30 June 2021	✓
20	Council Plan Report (Report reviewing the performance of the Council against the Council Plan, including the results in relation to the strategic indicators, for the first six months of the financial year)	Current report: Date reported: 30 June 2025	✓

GOVERNANCE AND MANAGEMENT LIST ITEMS		ASSESSMENT	
21	Quarterly Budget Reports (Quarterly reports to the Council under section 97 of the Act, comparing actual and budgeted results and an explanation of any material variations)	Quarterly reports presented to Council in accordance with section 97(1) of the Act: Dates reports were presented: 24 September 2024 17 December 2024 25 February 2025 22 April 2025	✓
22	Risk reporting (Six-monthly reports of strategic risks to Council's operations, their likelihood and consequences of occurring and risk minimisation strategies)	Risk reports prepared and presented: Dates of report: 14 August 2024 14 May 2025	✓
23	Performance reporting (Six-monthly reports of indicators measuring the results against financial and non-financial performance, including performance indicators referred to in section 98 of the Act)	Performance reports prepared: Date of report: 30 June 2025	✓
24	Annual Report (Annual Report under sections 98 and 99 of the Act containing a report of operations and audited financial and performance statements)	Annual Report presented at a meeting of Council in accordance with section 100 of the Act: Date of presentation to Council: 22 October 2024	✓
25	Councillor Code of Conduct (Code setting out the standards of conduct to be followed by Councillors and other matters)	Code of conduct reviewed and adopted in accordance with section 139 of the Act: Date reviewed and adopted: 26 October 2024	✓
26	Delegations (Documents setting out the powers, duties and functions of Council and the Chief Executive Officer that have been delegated to members of staff)	Delegations reviewed in accordance with section 11(7) of the Act and a register kept in accordance with sections 11(8) and 47(7) of the Act: The Delegations and effective dates are as follows: S5 Instrument of Delegation by Council to CEO – 27 May 2025 S6 Instrument of Delegation by Council to members of staff – 22 April 2025 S7 Instrument of Delegation from CEO to Council staff - 29 April 2025 Date of review: 27 May 2025	✓
27	Meeting Procedures (Governance Rules governing the conduct of meetings of Council and delegated committees)	Governance Rules adopted in accordance with section 60 of the Act: Date rules were adopted: 23 July 2024	✓

I certify that this information presents fairly the status of Council's governance and management arrangements.



Fiona Le Gassick
Chief Executive Officer
Dated: 6 October 2025



Cr Shane Sali
Mayor
Dated: 6 October 2025







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Greater Shepparton City Council
2024/2025 Financial Report

Certification of the Financial Statements

In my opinion, the accompanying financial statements have been prepared in accordance with the *Local Government Act 2020*, the *Local Government (Planning and Reporting) Regulations 2020*, the Australian Accounting Standards and other mandatory professional reporting requirements.



Claire Barnes CPA
Principal Accounting Officer
Date : 23.09.2025
Shepparton

In our opinion the accompanying financial statements present fairly the financial transactions of the Greater Shepparton City Council for the year ended 30 June 2025 and the financial position of the Council as at that date.

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

We have been authorised by the Council and by the *Local Government (Planning and Reporting) Regulations 2020* to certify the financial statements in their final form.

Cr Shane Sali - Mayor
Councillor
Date : 23/9/25
Shepparton



Cr Anthony Brophy - Deputy Mayor
Councillor
Date : 23.09.2025
Shepparton



Fiona Le Gassick
Chief Executive Officer
Date : 23/09/2025
Shepparton





Independent Auditor’s Report

To the Councillors of Greater Shepparton City Council

Opinion	I have audited the financial report of Greater Shepparton City Council (the council) which comprises the: • balance sheet as at 30 June 2025 • comprehensive income statement for the year then ended • statement of changes in equity for the year then ended • statement of cash flows for the year then ended • statement of capital works for the year then ended • notes to the financial statements, including material accounting policy information • certification of the financial statements. In my opinion the financial report presents fairly, in all material respects, the financial position of the council as at 30 June 2025 and their financial performance and cash flows for the year then ended in accordance with the financial reporting requirements of Part 4 of the <i>Local Government Act 2020</i>, the Local Government (Planning and Reporting) Regulations 2020 and applicable Australian Accounting Standards.
Basis for Opinion	I have conducted my audit in accordance with the <i>Audit Act 1994</i> which incorporates the Australian Auditing Standards. I further describe my responsibilities under that Act and those standards in the <i>Auditor’s Responsibilities for the Audit of the Financial Report</i> section of my report. My independence is established by the <i>Constitution Act 1975</i>. My staff and I are independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board’s <i>APES 110 Code of Ethics for Professional Accountants</i> (the Code) that are relevant to my audit of the financial report in Victoria. My staff and I have also fulfilled our other ethical responsibilities in accordance with the Code. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.
Councillors' responsibilities for the financial report	The Councillors of the council are responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards, the <i>Local Government Act 2020</i> and the Local Government (Planning and Reporting) Regulations 2020, and for such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of a financial report that is free from material misstatement, whether due to fraud or error. In preparing the financial report, the Councillors are responsible for assessing the council’s ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless it is inappropriate to do so.

Level 31 / 35 Collins Street, Melbourne Vic 3000
T 03 8601 7000 enquiries@audit.vic.gov.au www.audit.vic.gov.au

Auditor's responsibilities for the audit of the financial report	As required by the <i>Audit Act 1994</i>, my responsibility is to express an opinion on the financial report based on the audit. My objectives for the audit are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report. As part of an audit in accordance with the Australian Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also: • identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. • obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the council's internal control • evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Councillors • conclude on the appropriateness of the Councillors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the council's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the council to cease to continue as a going concern. • evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation. I communicate with the Councillors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.
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MELBOURNE
29 September 2025



Travis Derricott
as delegate for the Auditor-General of Victoria



FINANCIAL STATEMENTS

For the year ending 30 June 2025

Comprehensive Income Statement For the Year Ended 30 June 2025

	NOTE	2025 \$'000	2024 \$'000
INCOME / REVENUE			
Rates and charges	3.1	96,390	92,410
Statutory fees and fines	3.2	5,221	4,997
User fees	3.3	18,939	16,661
Grants - operating	3.4	40,203	15,524
Grants - capital	3.4	14,138	11,097
Contributions - monetary	3.5	3,566	8,374
Contributions - non monetary	3.5	21,884	5,369
Share of net profits of associates and joint ventures	6.3	65	11
Other income	3.7	4,857	3,547
Total income / revenue		205,263	157,990
EXPENSES			
Employee costs	4.1	(60,201)	(55,330)
Materials and services	4.2	(58,824)	(58,218)
Depreciation	4.3	(39,572)	(40,565)
Amortisation - intangible assets	4.4	(696)	(492)
Depreciation - right of use assets		(67)	(156)
Allowance for impairment losses	4.5	(464)	(485)
Net loss on disposal of property, infrastructure, plant and equipment	3.6	(444)	(965)
Borrowing costs	4.6	(532)	(621)
Finance costs - unwinding interest effect for provisions	4.6	(361)	(1,459)
Finance costs - leases		(1)	(7)
Other expenses	4.7	(675)	(650)
Total expenses		(161,837)	(158,948)
Surplus/(deficit) for the year		43,426	(958)
OTHER COMPREHENSIVE INCOME			
Items that will not be reclassified to surplus or deficit in future periods			
Net asset revaluation gain/(loss)	9.1	37,845	(12,642)
Total other comprehensive income		37,845	(12,642)
Total comprehensive result		81,271	(13,600)

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

Balance Sheet As at 30 June 2025

	NOTE	2025 \$'000	2024 \$'000
ASSETS			
CURRENT ASSETS			
Cash and cash equivalents	5.1	17,460	23,459
Trade and other receivables	5.1	22,627	18,395
Other financial assets	5.1	41,000	21,000
Inventories	5.2	117	121
Prepayments	5.2	2,441	1,280
Non-current assets classified as held for sale	6.1	1,818	-
Other assets	5.2	4,127	3,185
Total current assets		89,590	67,440
NON-CURRENT ASSETS			
Investments in associates, joint arrangements and subsidiaries	6.3	1,948	1,883
Property, infrastructure, plant and equipment	6.2	1,379,467	1,317,784
Right-of-use assets		-	67
Intangible assets	5.2	37,773	36,020
Total non-current assets		1,419,188	1,355,754
Total assets		1,508,778	1,423,194
LIABILITIES			
CURRENT LIABILITIES			
Trade and other payables	5.3	18,743	11,836
Trust funds and deposits	5.3	6,067	5,847
Contract and other liabilities	5.3	4,159	8,531
Provisions	5.5	11,843	9,963
Interest-bearing liabilities	5.4	3,076	2,970
Lease liabilities		-	78
Total current liabilities		43,888	39,225
NON-CURRENT LIABILITIES			
Provisions	5.5	23,317	20,594
Interest-bearing liabilities	5.4	9,510	12,583
Lease liabilities		-	-
Total non-current liabilities		32,827	33,177
Total liabilities		76,715	72,402
Net assets		1,432,063	1,350,792
EQUITY			
Accumulated surplus		559,347	518,336
Reserves	9.1	872,716	832,456
Total Equity		1,432,063	1,350,792

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

Statement of Changes in Equity For the Year Ended 30 June 2025

2025	NOTE	TOTAL \$'000	ACCUMULATED SURPLUS \$'000	REVALUATION RESERVE \$'000	OTHER RESERVES \$'000
Balance at beginning of the financial year		1,350,792	518,336	821,744	10,712
Surplus for the year		43,426	43,426	-	-
Net asset revaluation gain/(loss)	9.1	37,845	-	37,845	-
Transfers to other reserves	9.1	-	21,812	-	(21,812)
Transfers from other reserves	9.1	-	(24,227)	-	24,227
Balance at end of the financial year		1,432,063	559,347	859,589	13,127

2024		TOTAL \$'000	ACCUMULATED SURPLUS \$'000	REVALUATION RESERVE \$'000	OTHER RESERVES \$'000
Balance at beginning of the financial year		1,364,392	530,006	834,386	-
Deficit for the year		(958)	(958)	-	-
Net asset revaluation gain/(loss)	9.1	(12,642)	-	(12,642)	-
Transfers to other reserves	9.1	-	21,733	-	(21,733)
Transfers from other reserves	9.1	-	(32,444)	-	32,444
Balance at end of the financial year		1,350,792	518,336	821,744	10,712

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

Statement of Cash Flows For the Year Ended 30 June 2025

	NOTE	2025 INFLOWS/ (OUTFLOWS) \$'000	2024 INFLOWS/ (OUTFLOWS) \$'000
CASH FLOWS FROM OPERATING ACTIVITIES			
Rates and charges		93,467	91,868
Statutory fees and fines		4,342	3,975
User fees		18,939	16,661
Grants - operating		37,798	15,524
Grants - capital		12,171	11,097
Contributions - monetary		3,566	8,374
Interest received		2,484	1,699
Trust funds and deposits taken		220	(199)
Other receipts		1,209	4,706
Net GST refund/(payment)		(670)	60
Employee costs		(58,025)	(55,717)
Materials and services		(54,134)	(59,055)
Net cash provided by operating activities	9.2	61,367	38,993
CASH FLOWS FROM INVESTING ACTIVITIES			
Payments for property, infrastructure, plant and equipment		(44,710)	(41,778)
Proceeds from sale of property, infrastructure, plant and equipment		923	1,536
Payments for investments		(20,000)	(9,000)
Net cash used in investing activities		(63,787)	(49,242)
CASH FLOWS FROM FINANCING ACTIVITIES			
Finance costs		(533)	(628)
Repayment of borrowings		(2,967)	(2,871)
Interest paid - lease liability		(1)	(7)
Repayment of lease liabilities		(78)	(162)
Net cash used in financing activities		(3,579)	(3,668)
Net increase/(decrease) in cash and cash equivalents		(5,999)	(13,917)
Cash and cash equivalents at the beginning of the financial year		23,459	37,376
Cash and cash equivalents at the end of the financial year	5.1	17,460	23,459
Financing arrangements	5.6		

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

Statement of Capital Works For the Year Ended 30 June 2025

	NOTE	2025 \$'000	2024 \$'000
PROPERTY			
Land		7	73
Land improvements		-	61
Total land		7	134
Buildings		2,246	1,405
Total buildings		2,246	1,405
Total property		2,253	1,539
PLANT AND EQUIPMENT			
Plant, machinery and equipment		3,023	3,794
Fixtures, fittings and furniture		1,314	98
Computers and telecommunications		776	297
Total plant and equipment		5,113	4,189
INFRASTRUCTURE			
Roads		20,668	22,187
Bridges		840	1,582
Footpaths and cycleways		2,266	2,608
Drainage		4,472	2,104
Recreational, leisure and community facilities		6,393	2,416
Waste management		213	1,537
Parks, open space and streetscapes		1,675	3,008
Aerodromes		-	149
Other infrastructure		817	459
Total infrastructure		37,344	36,050
Total capital works expenditure		44,710	41,778
REPRESENTED BY:			
New asset expenditure		10,444	8,623
Asset renewal expenditure		25,535	28,271
Asset expansion expenditure		108	883
Asset upgrade expenditure		8,623	4,001
Total capital works expenditure		44,710	41,778

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

NOTES TO THE FINANCIAL REPORT

For the Year Ended 30 June 2025

Note 1 – Overview

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

Statement of compliance

These financial statements are a general purpose financial report that consists of a Comprehensive Income Statement, Balance Sheet, Statement of Changes in Equity, Statement of Cash Flows, Statement of Capital Works and Notes accompanying these financial statements. The general purpose financial report complies with the Australian Accounting Standards (AAS), other authoritative pronouncements of the Australian Accounting Standards Board, the *Local Government Act 2020*, and the *Local Government (Planning and Reporting) Regulations 2020*.

The Council is a not-for-profit entity and therefore applies the additional AUS paragraphs applicable to a not-for-profit entity under the Australian Accounting Standards.

Accounting policy information

(a) Basis of accounting

Accounting policies are selected and applied in a manner which ensures that the resulting financial information satisfies the concepts of relevance and reliability, thereby ensuring that the substance of the underlying transactions or other events is reported. Specific accounting policies applied are disclosed in sections where the related balance or financial statement matter is disclosed.

The accrual basis of accounting has been used in the preparation of these financial statements, whereby assets, liabilities, equity, income and expenses are recognised in the reporting period to which they relate, regardless of when cash is received or paid.

The financial statements are based on the historical cost convention unless a different measurement basis is specifically disclosed in the notes to the financial statements.

The financial statements have been prepared on a going concern basis. The financial statements are in Australian dollars. The amounts presented in the financial statements have been rounded to the nearest thousand dollars unless otherwise specified. Minor discrepancies in tables between totals and the sum of components are due to rounding.

Judgements, estimates and assumptions are required to be made about the carrying values of assets and liabilities that are not readily apparent from other sources. The estimates and associated judgements are based on professional judgement derived from historical experience and various other factors that are believed to be reasonable under the circumstances. Actual results may differ from these estimates.

Revisions to accounting estimates are recognised in the period in which the estimate is revised and also in future periods that are affected by the revision. Judgements and assumptions made by management in the application of AAS's that have significant effects on the financial statements and estimates relate to:

- the fair value of land, buildings, infrastructure, plant and equipment (refer to Note 6.2)
- the determination of depreciation for buildings, infrastructure, plant and equipment (refer to Note 6.2)
- the determination of employee provisions (refer to Note 5.5)
- the determination of landfill provisions (refer to Note 5.5)
- the determination of whether performance obligations are sufficiently specific so as to determine whether an arrangement is within the scope of *AASB 15 Revenue from Contracts with Customers* or *AASB 1058 Income of Not-for-Profit Entities* (refer to Note 3)
- the determination, in accordance with *AASB 16 Leases*, of the lease term, the estimation of the discount rate when not implicit in the lease and whether an arrangement is in substance short-term or low value.
- other areas requiring judgements.

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

Goods and Services Tax (GST)

Income and expenses are recognised net of the amount of associated GST. Receivables and payables are stated inclusive of the amount of GST receivable or payable. The net amount of GST recoverable from, or payable to, the taxation authority is included with other receivables or payables in the balance sheet.

(b) Impact of Natural Disasters

During 2024-25 Council's operations were impacted by two storm events in August 2024 and November 2024. These events caused \$670,759 of unbudgeted clean-up expenditure for Council, which Council intends to claim via the Disaster Recovery Funding Arrangement. Refer to note 8.1. These events did not attract grant funding, impact other revenues or result in asset impairment.

Note 2 – Analysis of our result

2.1 Performance against budget

The performance against budget notes compare Council's financial plan, expressed through its annual budget, with actual performance. *The Local Government (Planning and Reporting) Regulations 2020* requires explanation of any material variances. Council has adopted a materiality threshold of 10 percent and \$100,000 where further explanation is warranted. Explanations have not been provided for variations below the materiality threshold unless the variance is considered to be material because of its nature.

These notes are prepared to meet the requirements of the *Local Government Act 2020* and the *Local Government (Planning and Reporting) Regulations 2020*.

2.1.1 INCOME/REVENUE AND EXPENDITURE	BUDGET 2025 \$'000	ACTUAL 2025 \$'000	VARIANCE \$'000	VARIANCE %	REF
INCOME/REVENUE					
Rates and charges	95,995	96,390	395	0.4%	
Statutory fees and fines	4,705	5,221	516	11.0%	1
User fees	19,405	18,939	(466)	(2.4%)	
Grants - operating	30,140	40,203	10,063	33.4%	2
Grants - capital	19,657	14,138	(5,519)	(28.1%)	3
Contributions - monetary	2,222	3,566	1,344	60.5%	4
Contributions - non monetary	11,812	21,884	10,072	85.3%	5
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	27	(444)	(471)	(1744.4%)	6
Share of net profits of associates and joint ventures	-	65	65	0.0%	
Other income	2,821	4,857	2,036	72.2%	7
Total income/revenue	186,784	204,819	18,035	9.7%	
EXPENSES					
Employee costs	61,396	60,201	(1,195)	1.9%	
Materials and services	58,037	58,824	787	(1.4%)	
Depreciation	41,012	39,572	(1,440)	3.5%	
Amortisation - Intangible assets	450	696	246	(54.7%)	8
Depreciation - Right of use assets	123	67	(56)	45.5%	
Allowance for impairment losses	560	464	(96)	17.1%	
Finance costs (interest on borrowings)	530	532	2	(0.4%)	
Unwinding interest effect for provisions	-	361	361	100.0%	9
Finance costs - Leases	2	1	(1)	50.0%	
Other expenses	700	675	(25)	3.6%	
Total expenses	162,810	161,393	(1,417)	0.9%	
Surplus/(deficit) for the year	23,974	43,426	19,452	(81.1%)	

(i) Explanation of material variations

VARIANCE REF	ITEM	EXPLANATION
1	Statutory fees and fines	More than budget by \$0.52 million due to higher numbers of parking infringements issued than initially anticipated.
2	Grants - Operating	More than budget by \$10.06 million mostly due to the early receipt of the 2025/2026 Federal Financial Assistance grants in June 2025.
3	Grants - Capital	Less than budget by \$5.52 million partially due projects budgeted for in 2024/2025 that will now be delivered in 2025/2026, including the GV Link Stage 1 project which was delayed due to revised delivery timeframes, and the Shepparton Sports City Precinct enhancement package project, which is funded through the State Government's Council Support Package. The grant income associated with these projects will be recognised when the projects are completed. This variance is also impacted by the recognition of funding for works completed during the 2023/2024 financial year, including approved October 2022 Flood immediate works claim and projects under phase 3 of the Local Roads and Community Infrastructure program.
4	Contributions - monetary	More than budget by \$1.34 million mostly due to insurance claim income for property damage related to the October 2022 flood event and March 2023 storm event. Also impacted by additional civil works developer contributions.
5	Contributions - non monetary	More than budget by \$10.07 million mostly due to the timing of completion of developer gifted assets.
6	Net gain/(loss) on disposal of property, infrastructure, plant and equipment	Less than budget by \$471,000 mostly due to the write off of assets disposed as part of capital works projects and the disposal of large plant items (e.g. trucks and earthmovers).
7	Other income	More than budget by \$2.04 million mostly to additional interest revenue from investments resulting from favourable interest rates and high investments balance caused by capital works budgeted for in 2024/2025, but now being delivered in 2025/2026.
8	Amortisation - intangible assets	More than budget by \$246,000 mostly due to a higher than anticipated consumption of the Cosgrove 3 Landfill airspace asset.
9	Unwinding interest effect for provisions	More than budget by \$361,000 mostly due to the impact of changes to indexation and discount rates used in the fair value assessment of Council's landfill provision.

2.1.2 CAPITAL WORKS	BUDGET 2025 \$'000	ACTUAL 2025 \$'000	VARIANCE \$'000	VARIANCE %	REF
PROPERTY					
Land	-	7	7	100.0%	
Buildings	2,159	2,246	87	4.0%	
Total property	2,159	2,253	94	4.4%	
PLANT AND EQUIPMENT					
Plant, machinery and equipment	4,081	3,023	(1,058)	(25.9%)	1
Fixtures, fittings and furniture	1,748	1,314	(434)	(24.8%)	2
Computers and telecommunications	2,085	776	(1,309)	(62.8%)	3
Total plant and equipment	7,914	5,113	(2,801)	(35.4%)	
INFRASTRUCTURE					
Roads	38,455	20,668	(17,787)	(46.3%)	4
Bridges	1,486	840	(646)	(43.5%)	5
Footpaths and cycleways	2,695	2,266	(429)	(15.9%)	6
Drainage	7,539	4,472	(3,067)	(40.7%)	7
Recreational, leisure and community facilities	5,803	6,393	590	10.2%	8
Waste management	-	213	213	100.0%	9
Parks, open space and streetscapes	1,432	1,675	243	17.0%	10
Other infrastructure	749	817	68	9.1%	
Total infrastructure	58,159	37,344	(20,815)	(35.8%)	
Project Management Office	1,736	-	(1,736)	(100.0%)	
Total capital works expenditure	69,968	44,710	(25,258)	(36.1%)	
REPRESENTED BY:					
New asset expenditure	26,982	10,444	(16,538)	(61.3%)	
Asset renewal expenditure	29,085	25,535	(3,550)	(12.2%)	
Asset expansion expenditure	753	108	(645)	(85.7%)	
Asset upgrade expenditure	13,148	8,623	(4,525)	(34.4%)	
Total capital works expenditure	69,968	44,710	(25,258)	(36.1%)	

(i) Explanation of material variations

VARIANCE REF	ITEM	EXPLANATION
1	Plant, machinery and equipment	Less than budget by \$1.06 million mostly due to the timing of plant items which will now be delivered in the 2025/2026 financial year.
2	Fixtures, fitting and furniture	Less than budget by \$434,000 mostly due to projects budgeted for in 2024/2025 that will now be completed in the 2025/2026 financial year, including Aquamoves entry/exit control gates and customer service refresh. This variance is also impacted by savings in projects including Deakin Reserve sports lighting LED conversion, cycling precinct velodrome lighting upgrade and Victoria Park Lake skate park lighting.
3	Computers and telecommunications	Less than budget by \$1.31 million mostly due to software expenditure associated with the primary compute and storage refresh project being budgeted for under capital but expensed under operating. This variance is also impacted by savings in the Networking project.
4	Roads	Less than budget by \$17.79 million mostly due the revised delivery timeframe for the GV Link stage 1 project which was originally budgeted to be completed by June 2025, but will now be completed during the 2025/2026 financial year.
5	Bridges	Less than budget by \$646,000 mostly due to savings in the Byrneside-Gillieston Road Merrigum major culvert project, as well as the delivery timeframe for the Merrigum-Ardmona Road major culvert project where more of the project was delivered in the 2023/2024 financial year than originally planned.
6	Footpaths and cycleways	Less than budget by \$429,000 mostly due to abandoning the on road cycling connectivity program works along Archer St due to recommended revision of the scope of works. This variance is also impacted by the portion of the Yanha Gurtji shared path route 2 project, budgeted to be delivered in 2024/2025, that will now be delivered alongside the remainder of the project in 2025/2026.
7	Drainage	Less than budget by \$3.07 million mostly due to the Margaret Street Pump Station Upgrade where some provisional items were removed from the scope resulting in savings and part of the project that was budgeted for in 2024/2025 now being completed in 2025/2026.
8	Recreational, leisure and community facilities	More than budget by \$590,000 mostly due to the Tatura Park fire services project which was budgeted to be delivered in the 2023/2024 financial year, but was completed during 2024/2025.
9	Waste management	More than budget by \$213,000 mostly due to projects added during 2024/2025 including resource recovery centre safety upgrades, resulting from WorkSafe advice, and the design for the Cosgrove landfill cell 3 construction aligning with the planned construction of the cell in 2025/2026.
10	Parks, open space and streetscapes	More than budget by \$243,000 mostly due to the North East Growth Corridor PSP and DCP project which was budgeted to be delivered in the 2023/2024 financial year, but was completed during 2024/2025.

Note 2.2 – Analysis of Council results by program

Council delivers its functions and activities through the following Directorates.

2.2.1 Community

The Community Directorate includes Community, Early Years, Performing Arts, Shepparton Art Museum, Library and Emergency Management.

Corporate Services

The Corporate Services Directorate includes Finance and Rates, Information and Communication Technology, Communications and Engagement, People and Development and Corporate Governance.

Infrastructure

The Infrastructure Directorate includes Parks Sport & Recreation, Resource Recovery, Aquamoves, Project Delivery, Infrastructure Maintenance and Engineering & Assets.

Sustainable Development

The Sustainable Development Directorate includes Building, Planning and Compliance, Environment and Economic Development.

2.2.2 Summary of income/revenue, expenses, assets and capital expenses by program

	INCOME/ REVENUE \$'000	EXPENSES \$'000	SURPLUS/ (DEFICIT) \$'000	GRANTS INCLUDED IN INCOME/ REVENUE \$'000	TOTAL ASSETS \$'000
2025					
Community	15,979	(26,512)	(10,533)	13,422	1,948
Corporate Services	130,037	(61,486)	68,551	19,696	87,772
Infrastructure	50,266	(54,398)	(4,132)	20,501	1,419,058
Sustainable Development	8,981	(19,441)	(10,460)	722	-
	205,263	(161,837)	43,426	54,341	1,508,778
2024					
Community	14,881	(25,048)	(10,167)	12,658	1,883
Corporate Services	94,659	(60,923)	33,736	684	67,441
Infrastructure	38,925	(54,831)	(15,906)	11,737	1,353,870
Sustainable Development	9,525	(18,146)	(8,621)	1,542	-
	157,990	(158,948)	(958)	26,621	1,423,194

Note 3 – Funding for the delivery of our services

3.1 RATES AND CHARGES	2025 \$'000	2024 \$'000
Council uses Capital Improved Value (CIV) as the basis of valuation of all properties within the municipal district. The CIV of a property is its market value, which takes into account the land and all improvements fixed to the land.		
The valuation base used to calculate general rates for 2024/25 was \$19.725 billion (2023/24 \$19.044 billion).		
General rates	75,223	71,584
Municipal charge	6,413	6,322
Kerbside service charges	12,387	12,097
Supplementary rates and rate adjustments	1,544	1,735
Interest on rates and charges	803	672
Revenue in lieu of rates	20	-
Total rates and charges	96,390	92,410

The date of the general revaluation of land for rating purposes within the municipal district was 1 January 2024 and the valuation was first applied in the rating year commencing 1 July 2024.

Annual rates and charges are recognised as income when Council issues annual rates notices. Supplementary rates are recognised when a valuation and reassessment is completed and a supplementary rates notice issued.

3.2 STATUTORY FEES AND FINES	2025 \$'000	2024 \$'000
Infringements and costs	3,170	2,884
Town planning fees	576	623
Land information certificates	95	79
Permits	1,376	1,409
Other	4	2
Total statutory fees and fines	5,221	4,997

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

3.3 USER FEES	2025 \$'000	2024 \$'000
Aged and health services	14	19
Animal control	248	165
Aquatic facilities	3,600	3,216
Arts and culture	635	655
Child services	1,260	1,235
Development facilities	735	993
Environmental health	14	14
Financial services	91	82
Parking	1,002	969
Recreation facilities	722	681
Saleyards	1,381	1,353
Tourism	530	505
Waste management services	8,173	6,279
Other fees and charges	534	495
Total user fees	18,939	16,661

USER FEES BY TIMING OF REVENUE RECOGNITION

User fees recognised over time	275	210
User fees recognised at a point in time	18,664	16,451
Total user fees	18,939	16,661

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

3.4 FUNDING FROM OTHER LEVELS OF GOVERNMENT	2025 \$'000	2024 \$'000
Grants were received in respect of the following:		
SUMMARY OF GRANTS		
Commonwealth funded grants	38,440	14,418
State funded grants	15,901	12,203
Total grants received	54,341	26,621

3.4 FUNDING FROM OTHER LEVELS OF GOVERNMENT		2025 \$'000	2024 \$'000
(A) OPERATING GRANTS			
RECURRENT - COMMONWEALTH GOVERNMENT			
Financial Assistance Grants	25,934	720	
Early Years	4,138	4,028	
Environment	7	7	
RECURRENT - STATE GOVERNMENT			
Community Wellbeing	201	207	
Early Years	7,359	6,697	
Environment	210	310	
Emergency Management	60	2	
Total recurrent operating grants	37,909	11,971	
NON-RECURRENT - COMMONWEALTH GOVERNMENT			
Projects	-	316	
NON-RECURRENT - STATE GOVERNMENT			
Early Years	532	255	
Performing Arts and Conventions	125	125	
Community Wellbeing	301	318	
Director Community	61	65	
October 2022 Flood	603	459	
January 2024 Flood and Storm	-	500	
Environmental	90	89	
Finance and Rates	-	140	
Economic Development	338	515	
Infrastructure	113	-	
Engineering and Assets	14	15	
Building, Planning and Compliance	77	572	
Projects	-	147	
Works and Waste	40	37	
Total non-recurrent operating grants	2,294	3,553	
Total operating grants	40,203	15,524	

3.4 FUNDING FROM OTHER LEVELS OF GOVERNMENT		2025 \$'000	2024 \$'000
(B) CAPITAL GRANTS			
RECURRENT - COMMONWEALTH GOVERNMENT			
Roads to Recovery		2,015	3,587
RECURRENT - STATE GOVERNMENT			
Total recurrent capital grants		2,015	3,587
NON-RECURRENT - COMMONWEALTH GOVERNMENT			
Footpaths and Cycleways		1,311	-
Buildings		462	-
Fixtures, Fittings and Furniture		431	-
Parks, Open Space and Streetscapes		780	-
Recreational, Leisure and Community Facilities		463	203
Roads		2,899	5,557
NON-RECURRENT - STATE GOVERNMENT			
Buildings		-	238
Fixtures, Fittings and Furniture		213	-
Recreational, Leisure and Community Facilities		2,188	8
Waste Management		136	576
Other Infrastructure		27	-
Computers and Telecommunications		-	60
Roads		3,213	868
Total non-recurrent capital grants		12,123	7,510
Total capital grants		14,138	11,097

3.4 FUNDING FROM OTHER LEVELS OF GOVERNMENT	2025 \$'000	2024 \$'000
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(C) RECOGNITION OF GRANT INCOME

Before recognising funding from government grants as revenue the Council assesses whether there is a contract that is enforceable and has sufficiently specific performance obligations in accordance with AASB 15 *Revenue from Contracts with Customers*. When both these conditions are satisfied, the Council:

- identifies each performance obligation relating to revenue under the contract/agreement
- determines the transaction price
- recognises a contract liability for its obligations under the agreement
- recognises revenue as it satisfies its performance obligations, at the time or over time when services are rendered.

Where the contract is not enforceable and/or does not have sufficiently specific performance obligations, the Council applies AASB 1058 *Income for Not-for-Profit Entities*.

Grant revenue with sufficiently specific performance obligations is recognised over time as the performance obligations specified in the underlying agreement are met. Where performance obligations are not sufficiently specific, grants are recognised on the earlier of receipt or when an unconditional right to receipt has been established. Grants relating to capital projects are generally recognised progressively as the capital project is completed. The following table provides a summary of the accounting framework under which grants are recognised.

INCOME RECOGNISED UNDER AASB 1058 INCOME OF NOT-FOR-PROFIT ENTITIES

General purpose	25,934	720
Specific purpose grants to acquire non-financial assets	14,138	11,097
Other specific purpose grants	11,720	14,312

REVENUE RECOGNISED UNDER AASB 15 REVENUE FROM CONTRACTS WITH CUSTOMERS

Specific purpose grants	2,549	492
	54,341	26,621

(D) UNSPENT GRANTS RECEIVED ON CONDITION THAT THEY BE SPENT IN A SPECIFIC MANNER**OPERATING**

Balance at start of year	2,724	2,911
Received during the financial year and remained unspent at balance date	144	305
Received in prior years and spent during the financial year	(2,549)	(492)

Balance at year end	319	2,724
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OPERATING

Balance at start of year	5,807	555
Received during the financial year and remained unspent at balance date	2,340	5,725
Received in prior years and spent during the financial year	(4,307)	(473)

Balance at year end	3,840	5,807
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Unspent grants are determined and disclosed on a cash basis.

3.5 CONTRIBUTIONS	2025 \$'000	2024 \$'000
Monetary	3,566	2,297
Monetary - October 2022 Flood Insurance Settlements	-	6,077
Non-monetary	21,884	5,369
Total contributions	25,450	13,743

CONTRIBUTIONS OF NON MONETARY ASSETS WERE RECEIVED IN RELATION TO THE FOLLOWING ASSET CLASSES.

Land	723	139
Buildings	9	-
Roads	8,676	2,680
Other infrastructure	12,476	2,550
Total non-monetary contributions	21,884	5,369

Monetary and non monetary contributions are recognised as income at their fair value when Council obtains control over the contributed asset.

3.6 NET LOSS ON DISPOSAL OF PROPERTY, INFRASTRUCTURE, PLANT AND EQUIPMENT	2025 \$'000	2024 \$'000
Proceeds of sale	867	1,536
Written down value of assets disposed	(1,311)	(2,501)
Total net loss on disposal of property, infrastructure, plant and equipment	(444)	(965)

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

3.7 OTHER INCOME	2025 \$'000	2024 \$'000
Interest	2,915	1,734
Rent	367	447
Other	1,575	1,366
Total other income	4,857	3,547

Interest is recognised as it is earned.

Other income is measured at the fair value of the consideration received or receivable and is recognised when Council gains control over the right to receive the income.

Note 4 – The cost of delivering services

4.1 EMPLOYEE COSTS	2025 \$'000	2024 \$'000
(A) EMPLOYEE COSTS		
Wages and salaries	53,313	49,223
WorkCover	987	669
Superannuation	5,899	5,438
Fringe benefits tax	2	-
Total employee costs	60,201	55,330

(B) SUPERANNUATION

Council made contributions to the following funds:

DEFINED BENEFIT FUND

Employer contributions to Local Authorities Superannuation Fund (Vision Super)	112	124
	112	124
Employer contributions payable at reporting date.	-	-

ACCUMULATION FUNDS

Employer contributions to Local Authorities Superannuation Fund (Vision Super)	2,484	2,467
Employer contributions - other funds	3,303	2,847
	5,787	5,314
Employer contributions payable at reporting date.	42	40

SUPERANNUATION

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

ACCUMULATION

The Fund's accumulation category, Vision MySuper/Vision Super Saver, receives both employer and employee contributions on a progressive basis. Employer contributions are normally based on a fixed percentage of employee earnings (for the year ended 30 June 2025, this was 11.5% as required under Superannuation Guarantee (SG) legislation (2024: 11.0%).

DEFINED BENEFIT

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

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

4.1 EMPLOYEE COSTS	2025 \$'000	2024 \$'000
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FUNDING ARRANGEMENTS

Council makes employer contributions to the Defined Benefit category of the Fund at rates determined by the Trustee on the advice of the Fund Actuary. As at 30 June 2025, an interim actuarial investigation was held as the Fund provides lifetime pensions in the Defined Benefit category. The vested benefit index (VBI) of the Defined Benefit category as at 30 June 2025 (of which Council is a contributing employer) was 110.5%.

4.2 MATERIALS AND SERVICES		
Utilities	3,545	3,379
Training and development	593	670
Information technology	3,262	3,326
Building maintenance	3,162	3,110
Motor vehicle expenses	2,309	1,858
General maintenance	5,008	4,935
Insurance	2,167	1,937
Waste management	13,748	13,896
Advertising and marketing	761	817
Consultants	2,053	1,677
EPA Levy	2,561	1,603
Legal fees	1,167	1,294
Sponsorships and contributions	5,611	5,473
October 2022 flood event	1,513	2,531
Non-Council asset works	21	643
Operational supplies and services	11,343	11,066
Total materials and services	58,824	58,218

Expenses are recognised as they are incurred and reported in the financial year to which they relate.

2024 Comparison figures have been restated to allow more accurate comparison due to classification adjustments.

4.3 DEPRECIATION		
Property	3,846	4,655
Plant and equipment	3,624	3,292
Infrastructure	32,102	32,618
Total depreciation	39,572	40,565

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

4.4 AMORTISATION - INTANGIBLE ASSETS	2025 \$'000	2024 \$'000
Cosgrove Landfill Airspace	696	492
Total Amortisation - Intangible assets	696	492

4.5 ALLOWANCE FOR IMPAIRMENT LOSSES		
Parking fine debtors	361	456
Other debtors	103	29
Total allowance for impairment losses	464	485

MOVEMENT IN ALLOWANCE FOR IMPAIRMENT LOSSES IN RESPECT OF DEBTORS

Balance at the beginning of the year	(1,795)	(1,587)
New allowances recognised during the year	(464)	(485)
Amounts already allowed for and written off as uncollectible	290	277
Amounts allowed for but recovered during the year	-	-
Balance at end of year	(1,969)	(1,795)

An allowance for impairment losses in respect of debtors is recognised based on an expected credit loss model. This model considers both historic and forward looking information in determining the level of impairment.

4.6 BORROWING COSTS		
Interest - Borrowings	532	621
Unwinding interest effect for provisions	361	1,459
Total borrowing costs	893	2,080

Borrowing costs are recognised as an expense in the period in which they are incurred, except where they are capitalised as part of a qualifying asset constructed by Council.

Council recognises the net present value (NPV) of its future liabilities for employee benefits and landfill rehabilitation and aftercare costs. Accounting standards required the effect of any change to the liability caused by movement in indexation and discount rates used to calculate the NPV, known as the unwinding interest effect, to be recognised as a finance cost.

4.7 OTHER EXPENSES		
Auditors' remuneration - VAGO - audit of the financial statements, performance statement and grant acquittals	78	79
Auditors' remuneration - Internal Audit	142	66
Councillors' allowances	373	393
Other Lease expense	82	112
Total other expenses	675	650

Note 5 – Investing in and financing our operations

5.1 FINANCIAL ASSETS	2025 \$'000	2024 \$'000
(A) CASH AND CASH EQUIVALENTS		
Cash on hand	10	11
Cash at bank	2,450	8,448
Cash equivalent deposits	15,000	15,000
Total cash and cash equivalents	17,460	23,459
(B) OTHER FINANCIAL ASSETS		
CURRENT		
Term deposits	41,000	21,000
Total other financial assets	41,000	21,000
Total cash and cash equivalents and other financial assets	58,460	44,459
Cash and cash equivalents included cash on hand, deposits at call, and other highly liquid investments with original maturities of 90 days or less net of outstanding bank overdrafts.		
Other financial assets are valued at fair value, at balance date. Term deposits are measured at original cost. Any unrealised gains and losses on holdings at balance date are recognised as either a revenue or expense.		
Other financial assets include term deposits and those with original maturity dates of three to 12 months are classified as current, whilst term deposits with maturity dates greater than 12 months would be classified as non-current.		
(C) TRADE AND OTHER RECEIVABLES		
CURRENT		
STATUTORY RECEIVABLES		
Rates debtors	14,018	11,094
Infringement debtors	4,282	3,677
Allowance for expected credit loss - infringements	(1,790)	(1,703)
Net GST receivable	1,838	1,168
NON-STATUTORY RECEIVABLES		
Other debtors	4,458	4,251
Allowance for expected credit loss - other debtors	(179)	(92)
Total current trade and other receivables	22,627	18,395
Short term receivables are carried at invoice amount. An allowance for expected credit losses is recognised based on past experience and other objective evidence of expected losses. Long term receivables are carried at amortised cost using the effective interest rate method.		
(D) AGEING OF RECEIVABLES		
The ageing of the Council's trade and other receivables (excluding statutory receivables) that are not impaired was:		
Current (not yet due)	1,155	3,355
Past due by up to 30 days	1,288	229
Past due between 31 and 60 days	1,684	193

5.1 FINANCIAL ASSETS	2025 \$'000	2024 \$'000
Past due by more than 90 days	48	257
Past due by more than 1 year	283	217
Total trade and other receivables	4,458	4,251

AGEING OF INDIVIDUALLY IMPAIRED RECEIVABLES

At balance date, other debtors including sundry debtors with a nominal value of \$179,132 (2024: \$92,101) were impaired. In determining the value of the provision for doubtful debts required, an expected credit loss model was used, incorporating a combination of historical trends, knowledge of individual issues and forward-looking expected losses. The amount of the provision raised against these debtors was \$179,132, (2024: \$92,101). Many of the long outstanding past due amounts have been lodged with Council's debt collectors or are on payment arrangements.

Total trade & other receivables	-	-
The ageing the receivables have been individually determined as impaired at reporting date was:		
Current (not yet due)	-	-
Past due by up to 30 days	-	-
Past due between 31 and 60 days	-	-
Past due between 61 and 90 days	-	-
Past due by more than 91 days	179	92
Total trade and other receivables	179	92

5.2 NON-FINANCIAL ASSETS		2025 \$'000	2024 \$'000
(A) INVENTORIES			
Inventories held for distribution		117	121
Total inventories		117	121
Inventories held for distribution are measured at cost, adjusted when applicable for any loss of service potential. All other inventories, including land held for sale, are measured at the lower of cost and net realisable value. Where inventories are acquired for no cost or nominal consideration, they are measured at current replacement cost at the date of acquisition.			
(B) OTHER ASSETS			
Prepayments		2,441	1,280
Accrued income		4,127	3,185
Total other assets		6,568	4,465
(C) INTANGIBLE ASSETS			
Landfill air space		32,659	30,906
Water shares		5,114	5,114
Total intangible assets		37,773	36,020
	WATER SHARES \$'000	LANDFILL AIR SPACE \$'000	TOTAL \$'000
GROSS CARRYING AMOUNT			
Balance at 1 July 2024	5,114	33,832	38,946
Additions/(Reductions) for period	-	2,451	2,451
Fair value movement	-	-	-
Balance at 30 June 2025	5,114	36,283	41,397
ACCUMULATED AMORTISATION AND IMPAIRMENT			
Balance at 1 July 2024	-	(2,926)	(2,926)
Amortisation expense	-	(696)	(696)
Balance at 30 June 2025	-	(3,622)	(3,622)
Net book value at 30 June 2024	5,114	30,906	36,020
Net book value at 30 June 2025	5,114	32,661	37,775
Intangible assets with finite lives are amortised as an expense on a systematic basis over the asset's useful life. Amortisation is generally calculated on a straight line basis, at a rate that allocates the asset value, less any estimated residual value over its estimated useful life. Estimates of the remaining useful lives and amortisation method are reviewed at least annually, and adjustments made where appropriate.			
Water shares are measured using the revaluation model per AASB 138 <i>Intangible Assets</i> with fair value determined with reference to the active permanent water share market. Water shares are deemed to have an infinite life and are therefore not amortised. A fair value assessment occurs annually to ensure the carrying value does not differ materially from the recoverable value.			

5.3 PAYABLES, TRUST FUNDS AND DEPOSITS AND CONTRACT AND OTHER LIABILITIES		2025 \$'000	2024 \$'000
(A) TRADE AND OTHER PAYABLES			
CURRENT			
NON-STATUTORY PAYABLES			
Trade payables		1,693	851
Prepaid income		62	58
Accrued expenses		13,896	7,998
Other payables		3,092	2,929
Total current trade and other payables		18,743	11,836
(B) TRUST FUNDS AND DEPOSITS			
CURRENT			
Refundable deposits		4,524	4,608
Fire services levy		1,118	827
Retention amounts		425	412
Total current trust funds and deposits		6,067	5,847
(C) CONTRACT AND OTHER LIABILITIES			
CURRENT			
Grants received in advance - operating		319	2,724
Grants received in advance - capital		3,840	5,807
Total current unearned income/revenue		4,159	8,531

TRUST FUNDS AND DEPOSITS

Amounts received as deposits and retention amounts controlled by Council are recognised as trust funds until they are returned, transferred in accordance with the purpose of the receipt, or forfeited. Trust funds that are forfeited, resulting in council gaining control of the funds, are to be recognised as revenue at the time of forfeit.

CONTRACT AND OTHER LIABILITIES

Contract liabilities reflect consideration received in advance from customers in respect of unearned income received for incomplete operating and capital projects. Contract liabilities are derecognised and recorded as revenue when promised goods and services are transferred to the customer. Refer to Note 3.

PURPOSE AND NATURE OF ITEMS

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

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

5.4 INTEREST-BEARING LIABILITIES	2025 \$'000	2024 \$'000
CURRENT		
Bank Borrowings - secured	3,076	2,970
	3,076	2,970
NON-CURRENT		
Bank Borrowings - secured	9,510	12,583
	9,510	12,583
Total	12,586	15,553

Borrowings are secured by general rates.

(A) THE MATURITY PROFILE FOR COUNCIL'S BORROWINGS IS:

Not later than one year	3,076	2,970
Later than one year and not later than five years	7,562	8,976
Later than five years	1,948	3,607
	12,586	15,553

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

The classification depends on the nature and purpose of the interest bearing liabilities. The Council determines the classification of its interest bearing liabilities based on contractual repayment terms at every balance date.

In classifying borrowings as current or non-current Council considers whether at balance date it has the right to defer settlement of the liability for at least twelve months after the reporting period. Council's loan arrangements do not include covenants based on Council's financial performance and position at the end of the reporting period.

5.5 PROVISIONS	EMPLOYEE \$ '000	LANDFILL RESTORATION \$ '000	TOTAL \$ '000
2025			
Balance at beginning of the financial year	10,826	19,731	30,557
Additions/(reductions) to provisions	5,429	2,332	7,761
Amounts used	(3,493)	(26)	(3,519)
Change in the discounted amount arising because of time and the effect of any change in the discount rate	89	272	361
Balance at the end of the financial year	12,851	22,309	35,160

2024			
Balance at beginning of the financial year	11,418	18,357	29,775
Additions to provisions	3,021	(140)	2,881
Amounts used	(3,463)	(95)	(3,558)
Change in the discounted amount arising because of time and the effect of any change in the discount rate	(150)	1,608	1,458
Balance at the end of the financial year	10,826	19,731	30,557

SUMMARY OF PROVISIONS	2025 \$'000	2024 \$'000
Total current provisions	11,843	9,963
Total non-current provisions	23,317	20,594
Total provisions	35,160	30,557

(A) EMPLOYEE PROVISIONS***CURRENT PROVISIONS EXPECTED TO BE WHOLLY SETTLED WITHIN 12 MONTHS***

Annual leave	3,548	3,219
Long service leave	546	454
	4,094	3,673

CURRENT PROVISIONS EXPECTED TO BE WHOLLY SETTLED AFTER 12 MONTHS

Annual leave	1,148	1,068
Long service leave	6,284	5,077
	7,432	6,145
Total current employee provisions	11,526	9,818

NON-CURRENT

Long service leave	1,325	1,008
Total non-current employee provisions	1,325	1,008

SUMMARY OF PROVISIONS	2025 \$'000	2024 \$'000
AGGREGATE CARRYING AMOUNT OF EMPLOYEE PROVISIONS:		
Current	11,526	9,818
Non-current	1,325	1,008
Total aggregate carrying amount of employee provisions	12,851	10,826

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

ANNUAL LEAVE

A liability for annual leave is recognised in the provision for employee benefits as a current liability because the Council does not have an unconditional right to defer settlement of the liability. Liabilities for annual leave are measured at:

- nominal value if the Council expects to wholly settle the liability within 12 months
- present value if the Council does not expect to wholly settle within 12 months.

Liabilities that are not expected to be wholly settled within 12 months of the reporting date are recognised in the provision for employee benefits as current liabilities, measured at the present value of the amounts expected to be paid when the liabilities are settled using the remuneration rate expected to apply at the time of settlement.

LONG SERVICE LEAVE

Liability for long service leave (LSL) is recognised in the provision for employee benefits. Unconditional LSL is disclosed as a current liability as the Council does not have an unconditional right to defer settlement. Unconditional LSL is measured at nominal value if expected to be settled within 12 months or at present value if not expected to be settled within 12 months. Conditional LSL that has been accrued, where an employee is yet to reach a qualifying term of employment, is disclosed as a non-current liability and measured at present value.

KEY ASSUMPTIONS:	2025	2024
- discount rate	4.20%	4.35%
- index rate	3.00%	1.80%
(B) LANDFILL RESTORATION		
	\$'000	\$'000
Current	317	145
Non-current	21,992	19,586
Total landfill restoration	22,309	19,731

Council is obligated to restore the Cosgrove landfill site to a particular standard. The forecast life of the site is based on current estimates of remaining capacity and the forecast rate of infill. The provision for landfill restoration has been calculated based on the present value of the expected cost of works to be undertaken. The expected cost of works has been estimated based on current understanding of work required to reinstate the site to a suitable standard. Accordingly, the estimation of the provision required is dependent on the accuracy of the forecast timing of the work, work required and related costs.

Council reviews the landfill restoration provision on an annual basis, including the key assumptions listed below.

KEY ASSUMPTIONS:		
- discount rate	3.87% - 6.22%	5.04% - 5.89%
- index rate	3.10%	3.00%
- estimated cost to rehabilitate	36,735	32,484

Discount rate was obtained from the G100 (Group of 100) and indexation rate was obtained from the Australian Bureau of Statistics (Consumer Price Index forecast).

5.6 FINANCING ARRANGEMENTS	2025 \$'000	2024 \$'000
The Council has the following funding arrangements in place as at 30 June 2025.		
Bank guarantees	200	200
Credit card facilities	120	120
Interest bearing loans	14,586	17,553
Leases	-	78
Total facilities	14,906	17,951
USED FACILITIES		
Bank guarantees	30	30
Credit card facilities	23	15
Interest bearing loans	12,586	15,553
Leases	-	78
Total used facilities	12,639	15,676
Unused facilities	2,267	2,275

5.7 COMMITMENTS
The Council has entered into the following commitments. Commitments are not recognised in the Balance Sheet. Commitments are disclosed at their nominal value and presented inclusive of the GST payable.
(A) COMMITMENTS FOR EXPENDITURE

	NOT LATER THAN 1 YEAR \$'000	LATER THAN 1 YEAR AND NOT LATER THAN 2 YEARS \$'000	LATER THAN 2 YEARS AND NOT LATER THAN 5 YEARS \$'000	LATER THAN 5 YEARS \$'000	TOTAL \$'000
2025					
OPERATING					
Kerbside collection and disposal	6,863	6,863	6,863	27,454	48,043
Open space management	153	-	-	-	153
Operational supplies and services	8,089	4,259	4,987	660	17,995
Cleaning contracts for council buildings	2,203	4,447	1,081	-	7,731
Total	17,308	15,569	12,931	28,114	73,922
CAPITAL					
Buildings	55	-	-	-	55
Roads	19,366	-	-	-	19,366
Drainage	1,698	-	-	-	1,698
Recreational, Leisure & Community Facilities	5,585	-	-	-	5,585
Other	-	-	-	-	-
Total	26,704	-	-	-	26,704

	NOT LATER THAN 1 YEAR \$'000	LATER THAN 1 YEAR AND NOT LATER THAN 2 YEARS \$'000	LATER THAN 2 YEARS AND NOT LATER THAN 5 YEARS \$'000	LATER THAN 5 YEARS \$'000	TOTAL \$'000
2024					
OPERATING					
Kerbside collection and disposal	4,829	-	-	-	4,829
Open space management	295	153	-	-	448
Operational supplies and services	8,010	3,843	6,800	-	18,653
Cleaning contracts for council buildings	838	1,122	3,366	-	5,326
Total	13,972	5,118	10,166	-	29,256
CAPITAL					
Buildings	22	-	-	-	22
Roads	115	-	-	-	115
Waste	853	-	-	-	853
Other	-	-	-	-	-
Total	990	-	-	-	990

Note 6 – Assets we manage

6.1 NON CURRENT ASSETS CLASSIFIED AS HELD FOR SALE	2025 \$'000	2024 \$'000
Cost of acquisition	1,818	454
Revaluation	-	-
Land Sold	-	(189)
Transfer to Land	-	(265)
Total non current assets classified as held for sale	1,818	-

Non-current assets classified as held for sale (including disposal groups) are measured at the lower of its carrying amount and fair value less costs of disposal, and are not subject to depreciation. Non-current assets, disposal groups and related liabilities and assets are treated as current and classified as held for sale if their carrying amount will be recovered through a sale transaction rather than through continuing use. This condition is regarded as met only when the sale is highly probable and the asset's sale (or disposal group sale) is expected to be completed within 12 months from the date of classification.

In 2023/2024 there were several parcels of land held for sale, which due to delays in contract works were transferred back to Land assets.

6.2 PROPERTY, INFRASTRUCTURE, PLANT AND EQUIPMENT

Summary of property, infrastructure, plant and equipment

	CARRYING AMOUNT 30 JUNE 2024 \$'000	ADDITIONS \$'000	CONTRIBUTIONS \$'000	REVALUATION \$'000	DEPRECIATION \$'000	DISPOSAL \$'000	IMPAIRMENT \$'000	WRITE-OFF \$'000	TRANSFERS \$'000	CARRYING AMOUNT 30 JUNE 2025 \$'000
Land	151,576	266	723	(657)	(1,143)	(15)	(60)	-	51	150,741
Buildings	152,594	76	9	(169)	(2,703)	(30)	(32)	-	(295)	149,450
Plant and equipment	34,746	3,037	-	-	(3,624)	(833)	-	-	2,256	35,582
Infrastructure	942,529	6,886	21,152	38,763	(32,102)	(433)	-	162	9,935	986,892
Work in progress	36,339	34,445	-	-	-	-	-	(433)	(13,549)	56,802
	1,317,784	44,710	21,884	37,937	(39,572)	(1,311)	(92)	(271)	(1,602)	1,379,467

SUMMARY OF WORK IN PROGRESS	OPENING WIP \$'000	ADDITIONS \$'000	TRANSFERS \$'000	WRITE-OFF \$'000	CLASS TRF \$'000	CLOSING WIP \$'000
Property	3,228	1,852	(648)	(1)	-	4,431
Plant and equipment	2,044	1,834	(1,974)	-	-	1,904
Infrastructure	31,067	30,759	(10,927)	(432)	-	50,467
Total	36,339	34,445	(13,549)	(433)	-	56,802

6.2 PROPERTY, INFRASTRUCTURE, PLANT AND EQUIPMENT (CONT)

	LAND - SPECIALISED \$'000	LAND - NON SPECIALISED \$'000	LAND IMPROVEMENTS \$'000	TOTAL LAND & LAND IMPROVEMENTS \$'000	HERITAGE BUILDINGS \$'000	BUILDINGS - SPECIALISED \$'000	TOTAL BUILDINGS \$'000	WORK IN PROGRESS \$'000	TOTAL PROPERTY \$'000
(A) PROPERTY									
At fair value 1 July 2024	61,832	66,875	26,318	155,025	42,185	163,833	206,018	3,228	364,271
Accumulated depreciation at 1 July 2024	-	-	(3,449)	(3,449)	(13,198)	(40,226)	(53,424)	-	(56,873)
	61,832	66,875	22,869	151,576	28,987	123,607	152,594	3,228	307,398

MOVEMENTS IN FAIR VALUE

Additions	-	-	266	266	45	31	76	1,852	2,194
Contributions	284	209	228	721	-	-	-	-	721
Revaluation	-	-	348	348	146	-	146	-	494
Disposal	-	-	(21)	(21)	-	(69)	(69)	-	(90)
Found	-	-	2	2	-	9	9	-	11
Impairment losses recognised in revaluation reserve	-	-	(60)	(60)	(32)	-	(32)	-	(92)
Write-off	-	-	-	-	-	-	-	(1)	(1)
Held for sale movements	-	(1,818)	-	(1,818)	-	-	-	-	(1,818)
Transfers	-	1,182	687	1,869	(442)	147	(295)	(648)	926
	284	(427)	1,450	1,307	(283)	118	(165)	1,203	1,419

MOVEMENTS IN ACCUMULATED DEPRECIATION

Depreciation	-	-	(1,143)	(1,143)	(492)	(2,211)	(2,703)	-	(3,846)
Accumulated depreciation of disposals	-	-	6	6	-	39	39	-	45
Revaluation	-	-	(1,005)	(1,005)	(315)	-	(315)	-	(1,320)
	-	-	(2,142)	(2,142)	(807)	(2,172)	(2,979)	-	(5,121)
At fair value 30 June 2025	62,116	66,448	27,768	156,332	41,902	163,951	205,853	4,431	366,616
Accumulated depreciation at 30 June 2025	-	-	(5,591)	(5,591)	(14,005)	(42,398)	(56,403)	-	(61,994)
Carrying amount	62,116	66,448	22,177	150,741	27,897	121,553	149,450	4,431	304,622

6.2 PROPERTY, INFRASTRUCTURE, PLANT AND EQUIPMENT (CONT)					
	PLANT MACHINERY AND EQUIPMENT \$'000	FIXTURES FITTINGS AND FURNITURE \$'000	COMPUTERS AND TELECOMMS \$'000	WORK IN PROGRESS \$'000	TOTAL PLANT AND EQUIPMENT \$'000
(B) PLANT AND EQUIPMENT					
At fair value 1 July 2024	20,434	24,538	3,808	2,044	50,824
Accumulated depreciation at 1 July 2024	(8,953)	(2,847)	(2,234)	-	(14,034)
	11,481	21,691	1,574	2,044	36,790
MOVEMENTS IN FAIR VALUE					
Additions	2,805	218	14	1,834	4,871
Disposal	(3,221)	-	-	-	(3,221)
Transfers	965	377	914	(1,974)	-
	549	595	928	(422)	1,650
MOVEMENTS IN ACCUMULATED DEPRECIATION					
Depreciation	(2,562)	(388)	(674)	-	(3,624)
Accumulated depreciation of disposals	2,388	-	-	-	2,388
	(174)	(388)	(674)	-	(1,236)
At fair value 30 June 2025	20,983	25,133	4,736	1,904	52,756
Accumulated depreciation at 30 June 2025	(9,127)	(3,235)	(2,908)	-	(15,270)
Carrying amount	11,856	21,898	1,828	1,904	37,486

6.2 PROPERTY, INFRASTRUCTURE, PLANT AND EQUIPMENT (CONT)

ROADS \$'000	BRIDGES \$'000	FOOTPATHS AND CYCLEWAYS \$'000	DRAINAGE \$'000	RECREATIONAL, LEISURE AND COMMUNITY \$'000	WASTE MANAGEMENT \$'000	PARKS OPEN SPACES AND STREETSCAPES \$'000	AERODROMES \$'000	OFF STREET CAR PARKS \$'000	OTHER INFRASTRUCTURE \$'000	WORK IN PROGRESS \$'000	TOTAL INFRASTRUCTURE \$'000
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(C) INFRASTRUCTURE

At fair value 1 July 2024	814,538	33,656	97,046	199,225	188,177	40,459	76,743	10,702	18,661	20,547	31,067	1,530,821
Accumulated depreciation at 1 July 2024	(337,115)	(17,102)	(29,843)	(72,287)	(69,401)	(7,365)	(10,845)	(2,527)	(1,438)	(9,302)	-	(557,225)
	477,423	16,554	67,203	126,938	118,776	33,094	65,898	8,175	17,223	11,245	31,067	973,596

MOVEMENTS IN FAIR VALUE

Additions	3,493	178	1,221	447	626	-	202	-	-	719	30,759	37,645
Contributions	8,676	-	3,312	8,837	-	-	-	-	-	276	-	21,101
Revaluation	(20,413)	-	68,418	44,041	2,534	(13)	1,506	(93)	120	-	(216)	95,884
Disposal	(124)	(1,265)	(12)	(108)	(348)	-	(69)	-	-	(284)	-	(2,210)
Donated	-	-	-	51	-	-	-	-	-	-	-	51
Found	-	-	-	3	-	-	-	-	-	-	-	3
Adjustment	171	-	-	-	-	-	-	-	-	2	-	173
Write-off	-	-	-	-	-	-	-	-	-	-	(217)	(217)
Transfers	5,525	1,344	1,144	303	379	-	606	150	-	268	(10,927)	(1,208)
Transfers WIP classes	-	-	-	-	-	-	-	-	-	-	-	-
	(2,672)	257	74,083	53,574	3,191	(13)	2,245	57	120	981	19,399	151,222

MOVEMENTS IN ACCUMULATED DEPRECIATION

Depreciation	(21,544)	(387)	(1,618)	(2,388)	(3,624)	(805)	(792)	(168)	(82)	(694)	-	(32,102)
Accumulated depreciation of disposals	35	1,230	5	65	228	-	45	-	-	169	-	1,777

6.2 PROPERTY, INFRASTRUCTURE, PLANT AND EQUIPMENT (CONT)												
	ROADS \$'000	BRIDGES \$'000	FOOTPATHS AND CYCLEWAYS \$'000	DRAINAGE \$'000	RECREATIONAL, LEISURE AND COMMUNITY \$'000	WASTE MANAGEMENT \$'000	PARKS OPEN SPACES AND STREETSCAPES \$'000	AERODROMES \$'000	OFF STREET CAR PARKS \$'000	OTHER INFRASTRUCTURE \$'000	WORK IN PROGRESS \$'000	TOTAL INFRASTRUCTURE \$'000
Accum depreciation disposal adjustment	-	-	-	(2)	(8)	-	-	-	-	(4)	-	(14)
Revaluation	(19,624)	-	(20,976)	(15,613)	(928)	(205)	(270)	495	-	-	-	(57,121)
Transfers	-	-	-	-	-	-	-	-	-	-	-	-
	(41,133)	843	(22,589)	(17,938)	(4,332)	(1,010)	(1,017)	327	(82)	(529)	-	(87,460)
At fair value 30 June 2025	811,866	33,913	171,129	252,799	191,368	40,446	78,988	10,759	18,781	21,528	50,466	1,682,043
Accumulated depreciation at 30 June 2025	(378,248)	(16,259)	(52,432)	(90,225)	(73,733)	(8,375)	(11,862)	(2,200)	(1,520)	(9,831)	-	(644,685)
Carrying amount	433,618	17,654	118,697	162,574	117,635	32,071	67,126	8,559	17,261	11,697	50,466	1,037,358

6.2 PROPERTY, INFRASTRUCTURE, PLANT AND EQUIPMENT (CONT)

ACQUISITION

The purchase method of accounting is used for all acquisitions of assets, being the fair value of assets provided as consideration at the date of acquisition plus any incidental costs attributable to the acquisition. Fair value is the price that would be received to sell an asset (or paid to transfer a liability) in an orderly transaction between market participants at the measurement date. Refer also to Note 8.4 for further disclosure regarding fair value measurement.

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

In accordance with Council's policy, the threshold limits have applied when recognising assets within an applicable asset class and unless otherwise stated are consistent with the prior year.

	DEPRECIATION PERIOD	THRESHOLD LIMIT (\$)
ASSET RECOGNITION THRESHOLDS AND DEPRECIATION PERIODS		
Land & land improvements		
land	-	1
land improvements	15 - 60 years	10,000
land under roads	-	1
Buildings		
buildings	10 - 100 years	5,000
Heritage assets		
heritage assets	10 - 100 years	5,000
Plant and Equipment		
plant, machinery and equipment	2 - 10 years	500
furniture, equipment and computers	2 - 13 years	1,500
art collection and civic regalia	-	3,000
Roads		
roads - surface and seal	12 - 60 years	20,000
spray seal	12 - 60 years	500m2
asphalt	12 - 60 years	150m2
concrete	12 - 60 years	55m2
pavement	53 - 60 years	290m2
roads - kerb, channel and minor culverts	60 - 90 years	1
Bridges and major culverts	40 - 100 years	1
Footpaths and cycleways		
footpaths	15 - 70 years	1
bike paths	15 - 60 years	1
Drainage	50 - 90 years	1
Other infrastructure		
nature strip trees	50 years	1
regulatory signs	7 - 35 years	1
street furniture	5 - 50 years	1

6.2 PROPERTY, INFRASTRUCTURE, PLANT AND EQUIPMENT (CONT)

LAND UNDER ROADS

Council recognises land under roads it controls at fair value.

DEPRECIATION AND AMORTISATION

Buildings, land improvements, plant and equipment, infrastructure, and other assets having limited useful lives are systematically depreciated over their useful lives to the Council in a manner which reflects consumption of the service potential embodied in those assets. Estimates of remaining useful lives and residual values are made on a regular basis with major asset classes reassessed annually. Depreciation rates and methods are reviewed annually.

Where assets have separate identifiable components that are subject to regular replacement, these components are assigned distinct useful lives and residual values and a separate depreciation rate is determined for each component.

Road earthworks are not depreciated on the basis that they are assessed as not having a limited useful life.

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

Depreciation periods used are listed above and are consistent with the prior year.

REPAIRS AND MAINTENANCE

Where the repair relates to the replacement of a component of an asset and the cost exceeds the capitalisation threshold the cost is capitalised and depreciated. The carrying value of the replaced asset is expensed.

VALUATION OF LAND AND BUILDINGS

Valuation of land and buildings were undertaken by a qualified independent valuer LG Valuations (Principal Marcus Hann, Valuer No. 62901). The valuation of land and buildings is at fair value, being market value based on highest and best use permitted by relevant land planning provisions. Where land use is restricted through existing planning provisions the valuation is reduced to reflect this limitation. This adjustment is an unobservable input in the valuation. The adjustment has no impact on the comprehensive income statement.

Specialised land is valued at fair value using site values adjusted for englobo (undeveloped and/or unserviced) characteristics, access rights and private interests of other parties and entitlements of infrastructure assets and services. This adjustment is an unobservable input in the valuation. The adjustment has no impact on the comprehensive income statement.

Any significant movements in the unobservable inputs for land and land under roads will have a significant impact on the fair value of these assets.

A full revaluation of these assets was conducted during 2022-23. The next full revaluation of these assets will be conducted in 2025-26

Details of the Council's land and buildings and information about the fair value hierarchy as at 30 June 2025 are as follows:

	LEVEL 1 \$'000	LEVEL 2 \$'000	LEVEL 3 \$'000	DATE OF VALUATION	TYPE OF VALUATION
Land	-	66,448	-	April 2023	full
Specialised land	-	-	62,116	April 2023	full
Land Improvements	-	-	22,177	June 2024	full
Heritage Buildings ^	-	-	27,897	April 2023	full
Buildings	-	-	121,553	April 2023	full
Total	-	66,448	233,743		

^ The Heritage Buildings asset classification as reported in note 6.2 includes infrastructure assets within the heritage building site, such as trees, litter bins, drainage and internal paths. The Heritage Building asset class was revalued in 2023 by LG valuations per the above disclosure. The revaluation movements noted against the asset classification in note 6.2 reflect the movement of infrastructure assets at the site.

6.2 PROPERTY, INFRASTRUCTURE, PLANT AND EQUIPMENT (CONT)

VALUATION OF INFRASTRUCTURE

Valuation of infrastructure assets has been determined in accordance with an internal valuation undertaken by Manager - Engineering & Assets (Chartered Civil Engineer).

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

A full revaluation of these assets was conducted during 2024/25.

Details of the Council's infrastructure and information about the fair value hierarchy as at 30 June 2025 are as follows:

	LEVEL 1 \$'000	LEVEL 2 \$'000	LEVEL 3 \$'000	DATE OF VALUATION	TYPE OF VALUATION
Roads	-	-	433,618	June 2025	full
Bridges	-	-	17,654	June 2024	full
Footpaths and cycleways	-	-	118,697	June 2025	full
Drainage	-	-	162,574	June 2025	full
Recreational, leisure and community facilities	-	-	117,635	June 2025	full
Waste management	-	-	32,071	June 2025	full
Parks, open space and streetscapes	-	-	67,126	June 2025	full
Aerodromes	-	-	8,559	June 2025	full
Off street car parks	-	-	17,261	June 2025	full
Other infrastructure	-	-	11,697	June 2025	^full
Total	-	-	986,892		

^Other infrastructure includes Civic regalia which was valued via a full revaluation in 2022/23 by external valuer.

Description of significant unobservable inputs into level 3 valuations

Specialised land and land under roads is valued using a market based direct comparison technique. Significant unobservable inputs include the extent and impact of restriction of use and the market cost of land per square metre. The extent and impact of restrictions on use varies and results in a reduction to surrounding land values between 50% and 95%. The market value of land varies significantly depending on the location of the land and the current market conditions. Currently land values range between \$0.03 and \$105.56 per square metre.

Specialised buildings are valued using a depreciated replacement cost technique. Significant unobservable inputs include the current replacement cost and remaining useful lives of buildings. Current replacement costs are calculated on a square metre basis and ranges from \$175 to \$17,202, per square metre. The remaining useful lives of buildings are determined on the basis of the current condition of buildings and vary from 10 years to 100 years. Replacement cost is sensitive to changes in market conditions, with any increase or decrease in cost flowing through to the valuation. Useful lives of buildings are sensitive to changes in expectations or requirements that could either shorten or extend the useful lives of buildings.

Infrastructure assets are valued based on the depreciated replacement cost. Significant unobservable inputs include the current replacement cost and remaining useful lives of infrastructure. The remaining useful lives of infrastructure assets are determined on the basis of the current condition of the asset and vary from 2 years to 100 years. Replacement cost is sensitive to changes in market conditions, with any increase or decrease in cost flowing through to the valuation. Useful lives of infrastructure are sensitive to changes in use, expectations or requirements that could either shorten or extend the useful lives of infrastructure assets.

RECONCILIATION OF SPECIALISED LAND	2025 \$'000	2024 \$'000
Land under roads	62,116	61,832
Total specialised land	62,116	61,832

6.3 INVESTMENTS IN ASSOCIATES, JOINT ARRANGEMENTS AND SUBSIDIARIES	2025 \$'000	2024 \$'000
(A) INVESTMENTS IN ASSOCIATES		
- Goulburn Valley Regional Library Corporation (GVRLC)	1,948	1,883
Fair value of Council's investment in Goulburn Valley Regional Library Corporation (GVRLC)	1,948	1,883
GOULBURN VALLEY REGIONAL LIBRARY CORPORATION (GVRLC)		
Background		
The Goulburn Valley Regional Library Corporation is an entity which has been established to serve three northern Victorian councils; the Greater Shepparton City Council, Moira Shire Council and Strathbogie Shire Council. Each Council has two committee representatives on the Board of Directors.		
Each Member council contributes financial to the operation of the Corporation based on the ratio of their population base. Contribution payments are considered a 'fee for service' on a commercial basis and are relative to the services the Corporation provides. The amount of financial contributions does not bring with it any additional voting rights or influence on the library activities and therefore no greater power or control.		
COUNCIL'S SHARE OF ACCUMULATED SURPLUS/(DEFICIT)		
Council's share of accumulated surplus/(deficit) at start of year	104	93
Reported surplus for year	65	11
Council's share of accumulated surplus/(deficit) at end of year	169	104
COUNCIL'S SHARE OF RESERVES		
Council's share of reserves at start of year	1,780	1,780
Council's share of reserves at end of year	1,780	1,780
MOVEMENT IN CARRYING VALUE OF SPECIFIC INVESTMENT		
Carrying value of investment at start of year	1,883	1,872
Share of surplus for year	65	11
Carrying value of investment at end of year	1,948	1,883

Associates are all entities over which Council has significant influence but not control or joint control. Investments in associates are accounted for using the equity method of accounting, after initially being recognised at cost.

(C) COMMUNITY ASSET COMMITTEE

All entities controlled by Council that have material income, expenses, assets or liabilities, such as community asset committees, have been included in this financial report. Any transactions between these entities and Council have been eliminated in full.

Note 7 – People and relationships

7.1 COUNCIL AND KEY MANAGEMENT REMUNERATION

(A) RELATED PARTIES

PARENT ENTITY

Greater Shepparton City Council is the parent entity.

ASSOCIATES

Interests in associates are detailed in Note 6.3.

(B) KEY MANAGEMENT PERSONNEL

Key management personnel (KMP) are those people with the authority and responsibility for planning, directing and controlling the activities of Greater Shepparton City Council. The Councillors, Chief Executive Officer and Director Community, Director Corporate Services, Director Infrastructure and Director Sustainable Development are deemed KMP.

DETAILS OF KMP AT ANY TIME DURING THE YEAR ARE:		2025 NO.	2024 NO.
COUNCILLORS	Councillor Shane Sali (Mayor) Councillor Anthony Brophy Councillor Fern Summer Councillor Sam Spinks Councillor Geoff Akers (term commenced 14 November 2024) Councillor Kieron Eddy (term commenced 14 November 2024) Councillor Rod Schubert (term commenced 14 November 2024) Councillor Steven Threlfall (term commenced 14 November 2024) Councillor Paul Wickham (term commenced 14 November 2024) Councillor Ben Ladson (term expired 25 October 2024) Councillor Dinny Adem (term expired 25 October 2024) Councillor Geoffrey Dobson (term expired 25 October 2024) Councillor Greg James (term expired 25 October 2024) Councillor Seema Abdullah (term expired 25 October 2024)		
CEO	Chief Executive Officer		
DIRECTORS	Director - Community Director - Corporate Services Director - Infrastructure Director - Sustainable Development		
Total Number of Councillors		14	9
Total of Chief Executive Officer and other Key Management Personnel		5	5
Total Number of Key Management Personnel		19	14

7.1 COUNCIL AND KEY MANAGEMENT REMUNERATION	2025 \$'000	2024 \$'000
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(C) REMUNERATION OF KEY MANAGEMENT PERSONNEL

Remuneration comprises employee benefits including all forms of consideration paid, payable or provided by Council, or on behalf of the Council, in exchange for services rendered. Remuneration of Key Management Personnel and Other senior staff is disclosed in the following categories.

Short-term employee benefits include amounts such as wages, salaries, annual leave or sick leave that are usually paid or payable on a regular basis, as well as non-monetary benefits such as allowances and free or subsidised goods or services.

Other long-term employee benefits include long service leave, other long service benefits or deferred compensation.

Post-employment benefits include pensions, and other retirement benefits paid or payable on a discrete basis when employment has ceased.

Termination benefits include termination of employment payments, such as severance packages.

Total remuneration of key management personnel was as follows:

Short-term employee benefits	1,649	1,636
Other long-term employee benefits	32	28
Post-employment benefits	147	134
Total	1,828	1,798

	2025 NO.	2024 NO.
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The numbers of key management personnel whose total remuneration from Council and any related entities, fall within the following bands:

\$0 - \$9,999	5	-
\$20,000 - \$29,999	5	-
\$30,000 - \$39,999	2	6
\$40,000 - \$49,999	1	2
\$100,000 - \$109,999	1	1
\$250,000 - \$259,999	-	1
\$260,000 - \$269,999	1	3
\$270,000 - \$279,999	2	-
\$280,000 - \$289,999	1	-
\$340,000 - \$349,999	1	-
\$360,000 - \$369,999	-	1
	19	14

The position of CEO was held by two people during 2023/2024. This remuneration disclosure takes a role based approach in alignment with Local Government Victoria model financial report guidance, therefore the position is reported once and the remuneration for both incumbents is combined.

(D) REMUNERATION OF OTHER SENIOR STAFF

Other senior staff are officers of Council, other than Key Management Personnel, whose total remuneration exceeds \$170,000 and who report directly to a member of the KMP.

Total remuneration of other senior staff was as follows:

	2025 \$'000	2024 \$'000
Short-term employee benefits	1,816	958
Other long-term employee benefits	47	22
Post-employment benefits	208	99
Termination benefits	140	73
Total	2,211	1,152

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

Income Range:

	2025 NO.	2024 NO.
\$170,000 - \$179,999	4	3
\$180,000 - \$189,999	6	-
\$190,000 - \$199,999	-	1
\$200,000 - \$209,999	2	1
\$230,000 - \$239,999	-	1
	12	6

	2025 \$'000	2024 \$'000
Total Remuneration for the reporting year for Senior Officers included above, amounted to:	2,211	1,152

7.2 RELATED PARTY DISCLOSURE**(A) TRANSACTIONS WITH RELATED PARTIES**

During the period Council entered into the following transactions with related parties.

PAYMENTS TO GOULBURN VALLEY REGIONAL LIBRARY CORPORATION

Annual fees paid for the provision of library services to the Council. Library services were provided to Shepparton, Mooroopna and Tatura townships, whilst a mobile library serviced nine additional towns within the municipality of the Greater Shepparton City Council.

PAYMENTS FROM GOULBURN VALLEY REGIONAL LIBRARY CORPORATION

Annual fees received for the provision of financial and human resource services, being accounts payable, accounts receivable, asset management, treasury, financial reporting and payroll services.

During the period Council entered into the following other related party transactions

	2025 \$'000	2024 \$'000
^{1,2} Payments to entities controlled by key management personnel	3,239	2,483
^{3,4} Receipts from entities controlled by key management personnel	618	347

7.2 RELATED PARTY DISCLOSURE

- 1 Payment of \$3,229,650 to Shepparton Art Museum (SAM) for funding under agreement (Director of Corporate Services and CEO have an interest).
- 2 Payment of \$9,200 to Albanian Moslem Society for major/minor event grant (Cr Sali has an interest).
- 3 Receipt of \$595,963 from Shepparton Art Museum (Director of Corporate Services and CEO have an interest).
- 4 Receipt of \$1,000 from Shepparton Albanian Committee (Cr Sali has an interest)
- 5 Receipt of \$21,998 from AFL Goulburn Murray (Director of Sustainable Development has an interest)

(B) OUTSTANDING BALANCES WITH RELATED PARTIES

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

	2025 \$'000	2024 \$'000
¹ Outstanding receipts from entities influenced by key management personnel	9	112
1 Amount outstanding as at 30 June 2025 totalling \$8,261 from Shepparton Art Museum (Director of Corporate Services and CEO have interest).		

(C) LOANS TO/FROM RELATED PARTIES

There were no loans in existence at balance date that have been made, guaranteed or secured by the council to a related party.

(D) COMMITMENTS TO/FROM RELATED PARTIES

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

- 1. Provision of flu vaccinations to Goulburn Valley Regional Library Corporation (GVRLC) staff by Greater Shepparton City Council (GSCC).
- 2. Memorandum of Understanding for the provision of administrative services and payment of Admin fees between GSCC and GVRLC.
- 3. GSCC is a member council of the Regional Library Agreement gazetted 21 January 2010 and is committed to funding the GVRLC. Additionally, GSCC provides three buildings that the GVRLC operate library services from at no cost.
- 4. A funding agreement exists between GSCC and Shepparton Art Museum (SAM) Limited committing council to funding operations of SAM Ltd.

Note 8 – Managing uncertainties

8.1 CONTINGENT ASSETS AND LIABILITIES

Contingent assets and contingent liabilities are not recognised in the Balance Sheet and are disclosed pursuant to AASB 137 Provisions, Contingent Liabilities and Contingent Assets.

(A) CONTINGENT ASSETS

Contingent assets are possible assets that arise from past events, whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the Council.

DISASTER RECOVERY FUNDING

At balance date the Council was impacted by two significant storms in August 2024 and November 2024. These storms led to clean-up and recovery activities costing council \$670,759. Council intends to lodge claims with the Victorian State Government for assessment in line with the Disaster Recovery Funding Arrangements 2018. At June 2025 two claims across the two events totalling \$681,500 are pending lodgement. The amount repayable will not be known until later in the 2025/26 financial year.

INSURANCE REIMBURSEMENTS

As a result of the October 2022 Flood event, Council is engaged in property and business interruption losses insurance claims. At balance date, property claims were submitted but not yet approved by the appointed loss adjuster. Council expects remaining claims in relation to 2022/23, 2023/24 and 2024/25 expenditure incurred to create an inflow of approximately \$3.12 million.

JLT MUNICIPAL ASSET PROTECTION PLAN (JMAPP)

Council are a member of the JLT Municipal Asset Protection Plan, which is a managed discretionary trust arrangement for property damage claims. A member surplus was anticipated by JLT at balance date, for which Council may receive a distribution during 2025/26.

GIFTED ASSETS

In the course of creating new subdivisions, developers construct infrastructure assets including roads, footpath and drainage that are vested with Council when Council issues a Statement of Compliance. These assets are recognised as revenue (Contributions- Non-Monetary) and capitalised. At reporting date, developers had commenced construction of assets that will eventually be transferred to Council, however Council cannot reliably measure the value of assets involved prior to completion.

(B) CONTINGENT LIABILITIES

Contingent liabilities are:

- possible obligations that arise from past events, whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the Council; or
- present obligations that arise from past events but are not recognised because:
 - it is not probable that an outflow of resources embodying economic benefits will be required to settle the obligation; or
 - the amount of the obligation cannot be measured with sufficient reliability.

SUPERANNUATION

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

LEGAL MATTERS

At balance date Council were awaiting a decision on a matter relating to a Workplace Safety Regulator prosecution which may result in a liability. Council was also awaiting a decision on a matter relating to a planning permit dispute in relation to a parcel of land in North Shepparton, which may result in a liability.

LIABILITY MUTUAL INSURANCE

8.1 CONTINGENT ASSETS AND LIABILITIES

Council is a participant of the MAV Liability Mutual Insurance (LMI) Scheme. The LMI scheme provides public liability and professional indemnity insurance cover. The LMI scheme states that each participant will remain liable to make further contributions to the scheme in respect of any insurance year in which it was a participant to the extent of its participant's share of any shortfall in the provision set aside in respect of that insurance year, and such liability will continue whether or not the participant remains a participant in future insurance years.

EARLY EDUCATION EMPLOYEES AGREEMENT

Council is a participant of the Early Education Employees Agreement, of which the current agreement (2020) expired 30 September 2024. The expired agreement is currently being negotiated with MAV. The Australian Education Union (AEU) has applied for the Agreement to become a Single Interest Agreement and this has now been listed for a 3 day hearing commencing 1st September 2025.

8.2 CHANGE IN ACCOUNTING STANDARDS

Certain new Australian Accounting Standards and interpretations have been published that are not mandatory for the 30 June 2025 reporting period. Council assesses the impact of these new standards.

As at 30 June 2025 there were no new accounting standards or interpretations issued by the AASB which are applicable for the year ending 30 June 2025 that are expected to impact Council.

In September 2024 the Australian Accounting Standards Board (AASB) issued two Australian Sustainability Reporting Standards (ASRS). This followed Commonwealth legislation establishing Australia's sustainability reporting framework. Relevant entities will be required to undertake mandatory reporting of climate-related disclosures in future financial years. Public sector application issues remain under consideration and Council will continue to monitor developments and potential implications for future financial years.

8.3 FINANCIAL INSTRUMENTS

(A) OBJECTIVES AND POLICIES

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

(B) MARKET RISK

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

INTEREST RATE RISK

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

Investment of surplus funds is made with approved financial institutions under the Local Government Act 2020. Council manages interest rate risk by adopting an investment policy that ensures:

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

8.3 FINANCIAL INSTRUMENTS

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

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

(C) CREDIT RISK

Credit risk is the risk that a contracting entity will not complete its obligations under a financial instrument and cause Council to make a financial loss. Council have exposure to credit risk on some financial assets included in the balance sheet. Particularly significant areas of credit risk exist in relation to outstanding fees and fines as well as loans and receivables from sporting clubs and associations. To help manage this risk:

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

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

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

Council may also be subject to credit risk for transactions which are not included in the balance sheet, such as when Council provide a guarantee for another party. Details of our contingent liabilities are disclosed in Note 8.1(b).

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

(D) LIQUIDITY RISK

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

To help reduce these risks Council:

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

The Council's maximum exposure to liquidity risk is the carrying amounts of financial liabilities as disclosed on the face of the balance sheet and the amounts related to any financial guarantees disclosed in Note 8.1, and is deemed insignificant based on prior periods' data and current assessment of risk.

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

With the exception of borrowings, all financial liabilities are expected to be settled within normal terms of trade. Details of the maturity profile for borrowings are disclosed at Note 5.4.

Unless otherwise stated, the carrying amounts of financial instruments reflect their fair value.

8.3 FINANCIAL INSTRUMENTS

(E) SENSITIVITY DISCLOSURE ANALYSIS

Taking into account past performance, future expectations, economic forecasts, and management's knowledge and experience of the financial markets, Council believes the following movements are 'reasonably possible' over the next 12 months:

- A parallel shift of + 0.00% and
- 1.00% in market interest rates (AUD) from year end rates of 4.63%.

These movements will not have a material impact on the valuation of Council's financial assets and liabilities, nor will they have a material impact on the results of Council's operations.

8.4 FAIR VALUE MEASUREMENT

FAIR VALUE HIERARCHY

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

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

Council has considered the amendments to AASB 13 *Fair Value Measurement* that apply for the 2024-25 financial year as a result of AASB 2022-10 *Amendments to Australian Accounting Standards - Fair Value Measurement of Non-Financial Assets of Not-for-Profit Public Sector Entities*. For assets, where the Council adopts a current replacement cost approach to determine fair value, the Council now considers the inclusion of site preparation costs, disruption costs and costs to restore another entity's assets in the underlying valuation.

The AASB 13 amendments apply prospectively, comparative figures have not been restated.

The AASB 13 amendments have not resulted in any material impacts to Council's financial statements.

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

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

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

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

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

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

REVALUATION

Subsequent to the initial recognition of assets, non-current physical assets, other than plant and equipment, are measured at their fair value, being the price that would be received to sell an asset (or paid to transfer a liability) in an orderly transaction between market participants at the measurement date. At balance date, the Council reviewed the carrying value of the individual classes of assets measured at fair value to ensure that each asset materially approximated its fair value. Where the carrying value materially differed from the fair value at balance date, the class of asset was revalued.

8.4 FAIR VALUE MEASUREMENT

Fair value valuations are determined in accordance with a valuation hierarchy. Changes to the valuation hierarchy will only occur if an external change in the restrictions or limitations of use of an asset result in changes to the permissible or practical highest and best use of the asset. In addition, Council undertakes a formal revaluation of land, buildings, and infrastructure assets on a regular basis ranging from 3 to 5 years. The valuation is performed either by experienced council officers or independent experts. The following table sets out the frequency of revaluation by asset classes:

ASSET CLASS	REVALUATION FREQUENCY
Land	3 to 5 years
Buildings	3 to 5 years
Roads	3 to 5 years
Bridges	3 to 5 years
Footpaths and cycleways	3 to 5 years
Drainage	3 to 5 years
Recreational, leisure and community facilities	3 to 5 years
Waste management	3 to 5 years
Parks, open space and streetscapes	3 to 5 years
Aerodromes	3 to 5 years
Other infrastructure	3 to 5 years

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

IMPAIRMENT OF ASSETS

At each reporting date, the Council reviews the carrying value of its assets to determine whether there is any indication that these assets have been impaired. If such an indication exists, the recoverable amount of the asset, being the higher of the asset's fair value less costs of disposal and value in use, is compared to the assets carrying value. Any excess of the assets carrying value over its recoverable amount is expensed to the comprehensive income statement, unless the asset is carried at the revalued amount in which case, the impairment loss is recognised directly against the revaluation surplus in respect of the same class of asset to the extent that the impairment loss does not exceed the amount in the revaluation surplus for that same class of asset.

8.5 EVENTS OCCURRING AFTER BALANCE DATE

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

Note 9 – Other matters

9.1 RESERVES	BALANCE AT BEGINNING OF REPORTING PERIOD \$'000	INCREASE (DECREASE) \$'000	BALANCE AT END OF REPORTING PERIOD \$'000
(A) ASSET REVALUATION RESERVES			
2025			
PROPERTY			
Land - specialised	34,983	-	34,983
Land - non specialised	27,485	-	27,485
Land and land improvements	11,259	(717)	10,542
Buildings - Heritage	12,816	(201)	12,615
Buildings	25,403	-	25,403
	111,946	(918)	111,028
PLANT AND EQUIPMENT			
Artwork and regalia	15,507	-	15,507
	15,507	-	15,507
INFRASTRUCTURE			
Roads	416,228	(39,834)	376,394
Bridges	22,426	-	22,426
Footpaths and cycleways	54,257	47,028	101,285
Drainage	57,588	28,428	86,016
Recreational, leisure and community facilities	81,296	1,607	82,903
Waste management	3,975	(218)	3,757
Parks, open space and streetscapes	38,163	1,236	39,399
Aerodromes	1,599	401	2,000
Off-street car parks	13,454	120	13,574
Other infrastructure	4,233	(5)	4,228
	693,219	38,763	731,982
INTANGIBLE ASSETS			
Water rights	1,072	-	1,072
	1,072	-	1,072
Total asset revaluation reserves	821,744	37,845	859,589

9.1 RESERVES	BALANCE AT BEGINNING OF REPORTING PERIOD \$'000	INCREASE (DECREASE) \$'000	BALANCE AT END OF REPORTING PERIOD \$'000
2024			
PROPERTY			
Land - specialised	34,983	-	34,983
Land - non-specialised	27,485	-	27,485
Land and land improvements	12,767	(1,508)	11,259
Buildings - Heritage	14,323	(1,507)	12,816
Buildings	25,403	-	25,403
	114,961	(3,015)	111,946
PLANT AND EQUIPMENT			
Artwork and regalia	15,507	-	15,507
	15,507	-	15,507
INFRASTRUCTURE			
Roads	419,438	(3,210)	416,228
Bridges	21,716	710	22,426
Footpaths and cycleways	57,549	(3,292)	54,257
Drainage	59,964	(2,376)	57,588
Recreational, leisure and community facilities	82,309	(1,013)	81,296
Waste management	3,969	6	3,975
Parks, open space and streetscapes	38,411	(248)	38,163
Aerodromes	1,181	418	1,599
Off-street car parks	13,396	58	13,454
Other infrastructure	4,913	(680)	4,233
	702,846	(9,627)	693,219
INTANGIBLE ASSETS			
Water Rights	1,072	-	1,072
	1,072	-	1,072
Total asset revaluation reserves	834,386	(12,642)	821,744

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

	BALANCE AT BEGINNING OF REPORTING PERIOD \$'000	TRANSFER TO ACCUMULATED SURPLUS \$'000	TRANSFER FROM ACCUMULATED SURPLUS \$'000	BALANCE AT END OF REPORTING PERIOD \$'000
(B) OTHER RESERVES				
2025				
STATUTORY RESERVES				
Cash in Lieu of Car Parking	1,327	-	43	1,370
Developer Contributions to Civil Works	965	-	693	1,658
Recreational Land Contributions	635	-	376	1,011
Developer Contribution Plans	-	362	1,629	1,267
	2,927	362	2,741	5,306
DISCRETIONARY RESERVES				
Waste Management	2,192	21,450	21,486	2,228
Strategic Land Sales & Acquisitions	516	-	-	516
Defined Benefits Superannuation	1,000	-	-	1,000
Insurance Property Settlements	4,077	-	-	4,077
	7,785	21,450	21,486	7,821
Total Other reserves	10,712	21,812	24,227	13,127
2024				
STATUTORY RESERVES				
Cash in Lieu of Car Parking	-	-	1,327	1,327
Developer Contributions Fund	-	-	965	965
Recreational Land Contributions	-	217	853	635
	-	217	3,144	2,927
DISCRETIONARY RESERVES				
Waste Management	-	21,443	23,635	2,192
Strategic Land Sales & Acquisitions	-	73	589	516
Defined Benefits Superannuation	-	-	1,000	1,000
Insurance Property Settlements	-	-	4,077	4,077
	-	21,515	29,300	7,785
Total Other reserves	-	21,733	32,444	10,712

CASH IN LIEU OF CAR PARKING

Cash in lieu of car parking contributions are received under 45.09 of the Greater Shepparton Planning Scheme and restrictions apply to the use of funds collected.

Developer Contributions to Civil Works

Contributions received from Developers to be used for Water-Sensitive Urban Design and other civil works.

DEVELOPER CONTRIBUTIONS TO CIVIL WORKS

Contributions received from Developers to be used for Water-Sensitive Urban Design and other civil works

RECREATIONAL LAND CONTRIBUTIONS

Recreational land contributions are received under 53.01 of the Greater Shepparton Planning Scheme and restrictions apply to the use of funds collected.

DEVELOPER CONTRIBUTIONS PLANS

Contributions received under Developer Contribution Plans (DCP's) or S173 Agreements. Restrictions apply as set out in the DCP and under provisions outlined in the Planning and Environment Act 1987.

WASTE MANAGEMENT

Council owns and operates a regional landfill, resource recovery centres and provides kerbside waste collection services. The net annual surplus arising from operating the regional landfill are held for the cost of strategic projects, compliance (including rehabilitation required per the EPA licence) and long-term planning for Council's landfill.

STRATEGIC LAND SALES & ACQUISITIONS RESERVE

The purpose of this reserve is to ensure the net proceeds arising from the sale of surplus land are restricted for use for future strategic land acquisitions or growth infrastructure requirements identified in precinct structure plans requiring Council funding.

DEFINED BENEFITS SUPERANNUATION

Council makes the majority of its employer superannuation contributions to accumulation funds. Some contributions are made to defined benefit funds. As a contributing employer to the defined benefits fund, Council may be required to meet funding calls to ensure the fund is in a satisfactory financial position. Refer note 9.3 of Council's 2022/23 Financial Statements for further information. The last funding call was in 2009/10.

The purpose of this reserve is to hold funds to assist with any future funding call associated with defined benefits superannuation liabilities. A cap of \$1,000,000 is appropriate in line with potential risk.

INSURANCE PROPERTY SETTLEMENTS

Council has received settlements from its insurer for assets damaged during the October 2022 Flood that will not be remediated under the insurance policy. The terms of Council's insurance policy require that any settlement funds be set aside for construction or improvements of similar assets. The funds cannot be used for operations.

9.2 RECONCILIATION OF CASH FLOWS FROM OPERATING ACTIVITIES TO SURPLUS	2025 \$'000	2024 \$'000
Surplus for the year	43,426	(958)
NON-CASH ADJUSTMENTS:		
Depreciation	39,572	40,565
Depreciation - right of use assets	67	156
Amortisation of Intangible assets	696	492
Loss on disposal of property, infrastructure, plant and equipment	444	965
Finance Costs	1	7
Borrowing Costs	532	621
Bad debts	464	485
Share of net result of associates and joint ventures	(65)	(11)
Contributions - Non-monetary assets	(21,884)	(5,369)
Fair value adjustments for employee provisions	89	(150)
Fair value adjustments for landfill rehabilitation provisions	272	1,608
CHANGE IN ASSETS AND LIABILITIES:		
(Increase)/decrease in trade and other receivables	(4,695)	(2,256)
(Increase)/decrease in prepayments and other assets	(2,104)	(1,369)
(Increase)/decrease in inventories	4	4
Increase/(decrease) in trade and other payables	4,942	13
Increase/(decrease) in contract and other liabilities	(2,405)	5,065
Increase(decrease) in other liabilities	220	(199)
Increase/(decrease) in employee provisions	1,936	(442)
Increase/(decrease) in landfill provisions	(145)	(234)
Net cash provided by operating activities	61,367	38,993

Note 10 – Change in accounting policy

There have been no changes to accounting policies in the 2024-25 year.



Performance Statement

Description of municipality

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

As a growing regional centre with a vibrant cultural mix of people, the community comprises approximately 69,000 residents living within 60 localities. However Shepparton services a much larger population of approximately 250,000 people as the main service centre for northern Victoria.

Greater Shepparton enjoys a young demographic with growing families, with census data showing the proportion of couples with children was over two per cent above the regional Victorian average, at 26.9 per cent.

Our community is culturally rich with a large proportion of the population born overseas (17 per cent), with many residents immigrating from India, United Kingdom, Italy, Afghanistan, New Zealand, Philippines, Malaysia, Iraq, Albania and Pakistan.

The most commonly spoken languages at home, other than English are Punjabi, Arabic, Italian, Persian/Dari, Mandarin, Filipino/Tagalog, Malayalam, Albanian, Turkish and Swahili.

Greater Shepparton is also the home to regional Victoria's largest Aboriginal community, making up approximately 3.9 per cent of the population.

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

The City of Greater Shepparton acts as a major industrial, employment and service centre for a wide catchment, including many rural settlements within and beyond its municipal boundaries, with its gross regional product totalling \$4.14 billion per annum.

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

Major industries for the region include health care and social assistance, manufacturing, construction, retail trade, agriculture, horticulture, education and training.

PERFORMANCE STATEMENT

Service Performance Indicators

For the year ended 30 June 2025

INDICATOR/MEASURE	2022 ACTUAL	2023 ACTUAL	2024 ACTUAL	TARGET	2025 ACTUAL	COMMENTS
AQUATIC FACILITIES						
Utilisation Utilisation of aquatic facilities [Number of visits to aquatic facilities / Municipal population]	3	5	6	N/A	7	The increased utilisation of aquatic facilities continued this year with 30,000 more visits than 2023-24.
ANIMAL MANAGEMENT						
Health and safety Animal management prosecutions [Number of successful animal management prosecutions / Number of animal management prosecutions] x 100	100%	100%	100%	N/A	100%	
FOOD SAFETY						
Health and safety Critical and major non-compliance outcome notifications [Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises] x100	100%	100%	100%	N/A	100%	

INDICATOR/MEASURE	2022 ACTUAL	2023 ACTUAL	2024 ACTUAL	TARGET	2025 ACTUAL	COMMENTS
GOVERNANCE						
Satisfaction Satisfaction with community consultation and engagement (community satisfaction rating out of 100 with the consultation and engagement efforts of Council)	53	53	52	54	54	
LIBRARIES						
Participation Library membership [percentage of the population that are registered library members] x100	N/A	N/A	19%	N/A	23%	There has been a 3,071 increase in registered library members. This can be attributed to people using computers and printers now being required to be library members rather than guests.
MATERNAL AND CHILD HEALTH (MCH)						
Participation Participation in the MCH service [Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100	78%	78%	74%	N/A	68%	
Participation Participation in the MCH service by Aboriginal children [Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service] x100	81%	84%	87%	N/A	81%	
ROADS						
Condition Sealed local roads below the intervention level (percentage of sealed local roads that are below the renewal intervention level set by Council and not requiring renewal)	99%	99%	99%	97%	99%	

INDICATOR/MEASURE	2022 ACTUAL	2023 ACTUAL	2024 ACTUAL	TARGET	2025 ACTUAL	COMMENTS
STATUTORY PLANNING						
Service standard Planning applications decided within the relevant required time (percentage of planning application decisions made within the relevant required time)	62%	59%	70%	61%	87%	There has been a significant improvement in planning applications being decided within timeframes due to State Government funding for flood affected Councils. This funding was until June 2025. This funding has helped reduce the backlog of applications through the allocation of additional resources and enabled more timely processing of new applications.
WASTE MANAGEMENT						
Waste diversion Kerbside collection waste diverted from landfill [Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100	51%	50%	53%	61%	53%	Marginal decrease in kerbside landfill diversion rate due to a reduction in total volume of collected recyclables likely due to greater utilisation of the container deposit scheme. Landfill waste from garbage has decreased because of the fortnightly frequency change.

PERFORMANCE STATEMENT

Financial performance indicators

For the year ended 30 June 2025

DIMENSION/INDICATOR/ MEASURE	ACTUAL			TARGET	ACTUAL	FORECAST			
	2022	2023	2024	2025		2026	2027	2028	2029

EFFICIENCY

Expenditure level	\$4,317	\$4,457	\$4,740	\$4,855	\$4,765	\$4,721	\$4,783	\$4,929	\$4,979
Expenses per property assessment [Total expenses / Number of property assessments]									

REVENUE LEVEL

Average rate per property assessment	\$2,275	\$2,290	\$2,375	N/A	\$2,449	\$2,558	\$2,647	\$2,727	\$2,810
[Sum of all general rates and municipal charges / Number of property assessments]									

LIQUIDITY

Working capital	161%	199%	172%	121%	204%	177%	179%	153%	152%
Current assets compared to current liabilities [Current assets / Current liabilities] x100									

MATERIAL VARIATIONS AND COMMENTS

Council's working capital target was 121%, based on 2024/25 Adopted Budget projections. The 2025 result exceeded this target mostly due to rebudgeted capital works projects, including the GV Link Stage 1 project. A full list of rebudgeted projects is available in the 2025/26 Adopted Budget. The 2025 result was favourably impacted by partial early receipt of the 2025/26 Federal Financial Assistance Grants received in advance (June 2025).

UNRESTRICTED CASH

Unrestricted cash compared to current liabilities	-9%	61%	-6%	N/A	-42%	16%	49%	59%	46%
[Unrestricted cash / Current liabilities] x100									

MATERIAL VARIATIONS AND COMMENTS

The 2025 result is negative as this indicator excludes other financial assets (term deposits) that while not considered cash, are current assets with maturities that align with Council's current obligations. If financial assets are included, the result is 51%.

DIMENSION/INDICATOR/ MEASURE	ACTUAL			TARGET	ACTUAL	FORECAST			
	2022	2023	2024		2025	2026	2027	2028	2029

OBLIGATIONS**LOANS AND
BORROWINGS**

Loans and borrowings
compared to rates
[Interest bearing loans and
borrowings / Rate revenue]
x100

25% 21% 17% N/A 13% 19% 11% 9% 7%

MATERIAL VARIATIONS AND COMMENTS

The reduction in loans and borrowings compared to rates reflects repayments during 2024/2025 and no new borrowings. Council has \$9.68m borrowings budgeted in 2025/2026, for the GV Link Enterprise Park Stage 1 project.

**Loans and borrowings
repayments compared to
rates**

[Interest and principal
repayments on interest
bearing loans and
borrowings / Rate revenue]
x100

4% 4% 4% N/A 4% 4% 8% 2% 6%

MATERIAL VARIATIONS AND COMMENTS

Variability in forecast years is due to short-term interest only borrowings budgeted in 2025/2026. Repayment of these loans aligns with expected cash flows from the GV Link Enterprise Park Stage 1 project.

Indebtedness

Non-current liabilities
compared to own source
revenue
[Non-current liabilities /
Own source revenue] x100

39% 31% 28% N/A 26% 20% 19% 14% 12%

**Asset renewal and
upgrade**

Asset renewal and
upgrade compared to
depreciation
[Asset renewal and asset
upgrade expense / Asset
depreciation] x100

120% 101% 80% 103% 86% 100% 90% 113% 98%

MATERIAL VARIATIONS AND COMMENTS

The target result reflected Council's 2024/2025 budgeted capital works and depreciation. Through the year, savings and project deferrals within Council's renewal and upgrade capital programs were identified, unfavourably impacting the indicator. Refer to note 2.1.2 of the 2024/2025 Financial Statements for performance against budget commentary and explanation of variances.

DIMENSION/INDICATOR/ MEASURE	ACTUAL			TARGET	ACTUAL	FORECAST			
	2022	2023	2024		2025	2026	2027	2028	2029

OPERATING POSITION

Adjusted underlying result	3%	5%	-10%	N/A	5%	7%	2%	1%	1%
Adjusted underlying surplus (or deficit)									
[Adjusted underlying surplus (deficit)/ Adjusted underlying revenue] x100									

MATERIAL VARIATIONS AND COMMENTS

The 2025 result has been favourably impacted by Council receiving the Federal Financial Assistance Grants for the following year in advance in June. During the 2024 result year, Council received no Federal Financial Assistance Grants, having received the full allocation in advance in 2023. The 2026 forecast is favourably impacted by non-recurrent land sales, associated with Council's GV Link Enterprise Park Stage 1 Project.

STABILITY

Rates concentration	59%	57%	64%	62%	57%	58%	62%	63%	64%
Rates compared to adjusted underlying revenue									
[Rate revenue / Adjusted underlying revenue] x100									

MATERIAL VARIATIONS AND COMMENTS

The 2025 result is impacted by partial early receipt of the 2025/26 Federal Financial Assistance Grants received in advance (June 2025), increasing operating grant revenue and reducing rates revenue as a proportion of adjusted underlying revenue.

Rates effort	0.7%	0.5%	0.5%	N/A	0.5%	0.5%	0.5%	0.5%	0.5%
Rates compared to property values									
[Rate revenue / Capital improved value of rateable properties in the municipality] x100									

PERFORMANCE STATEMENT

Sustainable capacity indicators

For the year ended 30 June 2025

INDICATOR / MEASURE [FORMULA]	2022 ACTUAL	2023 ACTUAL	2023 ACTUAL	2024 ACTUAL	COMMENTS
Population	\$2,106	\$2,136	\$2,299	\$2,316	
Expenses per head of municipal population					
Infrastructure per head of municipal population	\$17,571	\$17,383	\$17,199	\$17,902	
[Value of infrastructure / Municipal population]					
Population density per length of road	28	29	29	29	
[Municipal population / Kilometres of local roads]					
Own-source revenue	\$1,649	\$1,618	\$1,701	\$1,796	
Own-source revenue per head of municipal population					
[Own-source revenue / Municipal population]					
Recurrent grants	\$452	\$470	\$225	\$571	The 2025 result has been favourably impacted by Council receiving the Federal Financial Assistance Grants for the following year in advance in June. During the 2024 result year, Council received no Federal Financial Assistance Grants in advance.
Recurrent grants per head of municipal population					
[Recurrent grants / Municipal population]					
Disadvantage	2	2	2	2	
Relative Socio-Economic Disadvantage					
[Index of Relative Socio-Economic Disadvantage by decile]					
Workforce turnover	16%	16%	13%	12%	
Percentage of staff turnover					
[Number of permanent staff resignations and terminations / Average number of permanent staff for the financial year] x100					

Section 5. Notes to the accounts

5.1. BASIS OF PREPARATION

Council is required to prepare and include a performance statement within its annual report. The performance statement includes the results of the prescribed, service performance, financial performance and sustainable capacity indicators and measures together with a description of the municipal district, an explanation of material variations in the results and notes to the accounts. This statement has been prepared to meet the requirements of the Local Government Act 2020 and Local Government (Planning and Reporting) Regulations 2020.

Where applicable the results in the performance statement have been prepared on accounting bases consistent with those reported in the Financial Statements. The other results are based on information drawn from council information systems or from third parties (e.g., Australian Bureau of Statistics or the Council's satisfaction survey provider).

The performance statement presents the actual results for the current year and the previous three years, along with the current year's target, if mandated by the Local Government (Planning and Reporting) Regulations 2020. Additionally, for the prescribed financial performance indicators and measures, the performance statement includes the target budget for the current year and the forecasts for the period 2025-26 to 2028-29, in alignment with Council's adopted four-year budget.

The Local Government (Planning and Reporting) Regulations 2020 requires explanation of any material variations in the results contained in the performance statement. Council has adopted materiality thresholds relevant to each indicator and measure and explanations have not been provided for variations below the materiality thresholds unless the variance is considered to be material because of its nature.

5.2. DEFINITIONS

KEY TERM	DEFINITION
Aboriginal children	means a child who is an Aboriginal person
Aboriginal person	has the same meaning as in the Aboriginal Heritage Act 2006
adjusted underlying revenue	means total income other than: • non-recurrent grants used to fund capital expenditure; and • non-monetary asset contributions; and • contributions to fund capital expenditure from sources other than those referred to above
adjusted underlying surplus (or deficit)	means adjusted underlying revenue less total expenditure
annual report	means an annual report prepared by a council under section 98 of the Act
asset renewal expenditure	means expenditure on an existing asset or on replacing an existing asset that returns the service capability of the asset to its original capability
asset upgrade expenditure	means expenditure that— (a) enhances an existing asset to provide a higher level of service; or (b) extends the life of the asset beyond its original life
critical non-compliance outcome notification	means a notification received by council under section 19N(3) or (4) of the Food Act 1984 , or advice given to council by an authorized officer under that Act, of a deficiency that poses an immediate serious threat to public health
current assets	has the same meaning as in the Australian Accounting Standards
current liabilities	has the same meaning as in the Australian Accounting Standards
food premises	has the same meaning as in the Food Act 1984
intervention level	means the level set for the condition of a road beyond which a council will not allow the road to deteriorate and will need to intervene
local road	means a sealed or unsealed road for which the council is the responsible road authority under the Road Management Act 2004
major non-compliance outcome notification	means a notification received by a council under section 19N(3) or (4) of the Food Act 1984, or advice given to council by an authorized officer under that Act, of a deficiency that does not pose an immediate serious threat to public health but may do so if no remedial action is taken

5.2. DEFINITIONS	
KEY TERM	DEFINITION
MCH	means the Maternal and Child Health Service provided by a council to support the health and development of children within the municipality from birth until school age
non-current liabilities	means all liabilities other than current liabilities
own-source revenue	means adjusted underlying revenue other than revenue that is not under the control of council (including government grants)
population	means the resident population estimated by council
rate revenue	means revenue from general rates, municipal charges, service rates and service charges
relative socio-economic disadvantage	in relation to a municipal district, means the relative socio-economic disadvantage, expressed as a decile for the relevant financial year, of the area in which the municipal district is located according to the Index of Relative Socio-Economic Disadvantage of SEIFA
restricted cash	means cash, cash equivalents and financial assets, within the meaning of the Australian Accounting Standards, not available for use other than for a purpose for which it is restricted, and includes cash to be used to fund capital works expenditure from the previous financial year
SEIFA	means the Socio-Economic Indexes for Areas published from time to time by the Australian Bureau of Statistics on its Internet site
unrestricted cash	means all cash and cash equivalents other than restricted cash

5.3. OTHER MATTERS

The Performance Statement includes comparative actual results that are impacted by the following events:

October 2022 Flood Disclosure

On October 15 2022 Greater Shepparton was impacted by significant flooding. This affected community members significantly, as well as Council operations and assets.

Many Council services and facilities were subject to closures and limitations to operations for varied periods, due to inability to access assets due to flood water and subsequent damage. Impacted facilities included Aquamoves, Sports Stadiums, Performing Arts, Children's Services, Kidstown and the Victoria Park Lake Caravan Park. Council's road network was also subject to impairment.

To support relief and response activities and repair of assets, Council has received financial support by way of insurance and the Disaster Recovery Funding Arrangement (categories A, B and C).

This disclosure relates to 2023 and 2024 results.

COVID-19 Disclosure

On 30 January 2020, COVID-19 was declared as a global pandemic by the World Health Organisation. In March 2020, the State of Victoria declared a state of emergency to respond to the COVID-19 outbreak. During this time and through to 2021/2022, a number of restricted activity directives were in place that saw the closure or reduced operation of several facilities and non-essential services.

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

This disclosure relates to 2022 results.



Independent Auditor’s Report

To the Councillors of Greater Shepparton City Council

Opinion	I have audited the accompanying performance statement of Greater Shepparton City Council (the council) which comprises the: • description of municipality for the year ended 30 June 2025 • service performance indicators for the year ended 30 June 2025 • financial performance indicators for the year ended 30 June 2025 • sustainable capacity indicators for the year ended 30 June 2025 • notes to the accounts • certification of the performance statement. In my opinion, the performance statement of Greater Shepparton City Council in respect of the year ended 30 June 2025 presents fairly, in all material respects, in accordance with the performance reporting requirements of Part 4 of the <i>Local Government Act 2020</i> and Local Government (Planning and Reporting) Regulations 2020.
Basis for Opinion	I have conducted my audit in accordance with the <i>Audit Act 1994</i> which incorporates the Australian Standards on Assurance Engagements. I further describe my responsibilities under that Act and those standards in the <i>Auditor’s Responsibilities for the Audit of the performance statement</i> section of my report. My independence is established by the <i>Constitution Act 1975</i>. My staff and I are independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board’s APES 110 <i>Code of Ethics for Professional Accountants</i> (the Code) that are relevant to my audit of the performance statement in Victoria. My staff and I have also fulfilled our other ethical responsibilities in accordance with the Code. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.
Councillors' responsibilities for the performance statement	The Councillors are responsible for the preparation and fair presentation of the performance statement in accordance with the performance reporting requirements of the <i>Local Government Act 2020</i> and Local Government (Planning and Reporting) Regulations 2020 and for such internal control as the Councillors determines is necessary to enable the preparation and fair presentation of a performance statement that is free from material misstatement, whether due to fraud or error.

Auditor’s responsibilities for the audit of the performance statement	As required by the <i>Audit Act 1994</i>, my responsibility is to express an opinion on the performance statement based on the audit. My objectives for the audit are to obtain reasonable assurance about whether the performance statement as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor’s report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Standards on Assurance Engagements will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the decisions of users taken on the basis of this performance statement. As part of an audit in accordance with the Australian Standards on Assurance Engagements, I exercise professional judgement and maintain professional scepticism throughout the audit. I also: • identify and assess the risks of material misstatement of the performance statement, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. • obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the council’s internal control • evaluate the overall presentation, structure and content of the performance statement, including the disclosures, and whether performance statement represents the underlying events and results in a manner that achieves fair presentation. I communicate with the Councillors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.
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MELBOURNE
29 September 2025



Travis Derricott
as delegate for the Auditor-General of Victoria

Certification of the Performance Statement

In my opinion, the accompanying performance statement has been prepared in accordance with the *Local Government Act 2020* and the *Local Government (Planning and Reporting) Regulations 2020*.



Claire Barnes CPA
Principal Accounting Officer
Dated: 23.09.2025

In our opinion, the accompanying performance statement of the Greater Shepparton City Council for the year ended 30 June 2025 presents fairly the results of Council's performance in accordance with the *Local Government Act 2020* and the *Local Government (Planning and Reporting) Regulations 2020*.

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

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

We have been authorised by the Council and by the *Local Government (Planning and Reporting) Regulations 2020* to certify this performance statement in its final form.



Cr Shane Sali
Mayor
Dated: 23/09/2025



Cr Anthony Brophy
Deputy Mayor
Dated: 23.09.25



Fiona Le Gassick
Chief Executive Officer
Dated: 23.09.2025



REPORT OF OPERATIONS

Service Performance Indicators

For the year ended 30 June 2025

INDICATOR/MEASURE	RESULTS 2022	RESULTS 2023	RESULTS 2024	RESULTS 2025	MATERIAL VARIATIONS
AQUATIC FACILITIES					
SERVICE STANDARD					
Health inspections of aquatic facilities [Number of authorised officer inspections of Council aquatic facilities / Number of Council aquatic facilities]	0	0	0	0	
SERVICE COST					
Cost of aquatic facilities [Direct cost of aquatic facilities less income received / Number of visits to indoor aquatic facilities]	\$10	\$5	\$3	\$3	
ANIMAL MANAGEMENT					
TIMELINESS					
Time taken to action animal management requests [Number of days between receipt and first response action for all animal management requests / Number of animal management requests]	1	1	1	1	
SERVICE STANDARD					
Animals reclaimed [Number of animals reclaimed / Number of animals collected] x100	33%	37%	34%	30%	There were 15 fewer animals reclaimed in 2024-25. However there has been an increase of 145 animals rehomed in the same period.
Animals rehomed (Number of animals rehomed / number of animals collected) x 100	59%	61%	49%	57%	
SERVICE COST					
Cost of animal management service [Direct cost of the animal management service / Population]	\$16	\$22	\$26	\$26	

INDICATOR/MEASURE	RESULTS 2022	RESULTS 2023	RESULTS 2024	RESULTS 2025	MATERIAL VARIATIONS
FOOD SAFETY					
<i>TIMELINESS</i>					
Time taken to action food complaints [Number of days between receipt and first response action for all food complaints / Number of food complaints]	2	3	2	1	The time taken to action food complaints continues to improve in 2024-25 due to additional resourcing.
<i>SERVICE STANDARD</i>					
Food safety assessments [Number of registered class 1 food premises and class 2 food premises that receive an annual food safety assessment in accordance with the Food Act 1984 / Number of registered class 1 food premises and class 2 food premises that require an annual food safety assessment in accordance with the Food Act 1984] x100	51%	30%	71%	75%	
Food safety samples (Number of food samples obtained / Required number of food samples) x 100	New	New	100%	101%	
<i>SERVICE COST</i>					
Cost of food safety service [Direct cost of the food safety service / Number of food premises registered or notified in accordance with the Food Act 1984]	\$597	\$586	\$637	\$669	

INDICATOR/MEASURE	RESULTS 2022	RESULTS 2023	RESULTS 2024	RESULTS 2025	MATERIAL VARIATIONS
GOVERNANCE					
TRANSPARENCY					
Council decisions made at meetings closed to the public [Number of Council resolutions made at ordinary or special meetings of Council, or at meetings of a special committee consisting only of Councillors, closed to the public / Number of Council resolutions made at ordinary or special meetings of Council or at meetings of a special committee consisting only of Councillors] x100	0%	2%	5%	2%	Only 3 decisions out of 127 were made at meetings closed to the public in 2024-25 compared with 6 out of 132 decisions in 2023-24.
CONSULTATION AND ENGAGEMENT					
Satisfaction with community consultation and engagement Community satisfaction rating out of 100 with how Council has performed on community consultation and engagement	53	53	52	54	
ATTENDANCE					
Councillor attendance at council meetings [The sum of the number of Councillors who attended each ordinary and special Council meeting / (Number of ordinary and special Council meetings) × (Number of Councillors elected at the last Council general election)] x100	95%	92%	92%	96%	
SERVICE COST					
Cost of governance [Direct cost of the governance service / Number of Councillors elected at the last Council general election]	\$46,109	\$50,437	\$62,255	\$55,641	In 2024-25 the total direct cost of governance was \$500k compared with \$560k in 2023-24 This reduction is due to less consulting costs in 2024-25.
SATISFACTION					
Satisfaction with Council decisions Community satisfaction rating out of 100 with how Council has performed in making decisions in the interest of the community	53	51	52	55	

INDICATOR/MEASURE	RESULTS 2022	RESULTS 2023	RESULTS 2024	RESULTS 2025	MATERIAL VARIATIONS
LIBRARIES					
RESOURCE STANDARD					
Standard of library collection [Number of library collection items purchased in the last 5 years / Number of library collection items] x100	50%	48%	53%	52%	
SERVICE COST					
Cost of library service per population [Direct cost of the library service / Population]	\$18	\$20	\$22	\$22	
UTILISATION					
Loans per head of population (Number of library collection item loans / Population)	New	New	3	3	
PARTICIPATION					
Library visits per head of population (Number of library visits / Population)	New	New	2	2	
MATERNAL AND CHILD HEALTH (MCH)					
SERVICE STANDARD					
Infant enrolments in the MCH service [Number of infants enrolled in the MCH service (from birth notifications received) / Number of birth notifications received] x100	101%	100%	102%	100%	
SERVICE COST					
Cost of the MCH service [Cost of the MCH service / Hours worked by MCH nurses]	\$78	\$89	\$76	\$97	The cost of maternal and child health service increased in 24-25. However, as the number of hours worked decreased in 24-25 due to staffing levels the cost per hour increased compared with 23-24.
SATISFACTION					
Participation in 4-week Key Age and Stage visit [Number of 4-week key age and stage visits / Number of birth notifications received] x100	96%	94%	96%	91%	

INDICATOR/MEASURE	RESULTS 2022	RESULTS 2023	RESULTS 2024	RESULTS 2025	MATERIAL VARIATIONS
ROADS					
SATISFACTION OF USE					
Sealed local road requests [Number of sealed local road requests / Kilometres of sealed local roads] x100	21	35	21	15	There were 182 sealed local road requests in 2024-25 compared with 258 requests in 2023-24. The results for 24-25 are consistent with most years where floods have not had any impact.
SERVICE COST					
Cost of sealed local road reconstruction [Direct cost of sealed local road reconstruction / Square metres of sealed local roads reconstructed]	\$186	\$281	\$281	\$51	The projects undertaken in 2024-25 had a reduced cost compared to the prior year projects which had a requirement to construct with different layers of asphalt and were in high trafficked urban area and there were significant other costs including traffic control.
SERVICE COST					
Cost of sealed local road resealing [Direct cost of sealed local road resealing / Square metres of sealed local roads resealed]	\$7	\$5	\$8	\$8	
SATISFACTION					
Satisfaction with sealed local roads Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads	55	44	48	49	
STATUTORY PLANNING					
TIMELINESS					
Time taken to decide planning applications [The median number of days between receipt of a planning application and a decision on the application]	63	70	57	47	There has been a significant reduction in time taken to decide planning applications. This is due to to State Government funding for flood affected Councils. This funding was until June 2025. This funding has helped reduce the backlog of applications and enabled more timely processing of new applications.

INDICATOR/MEASURE	RESULTS 2022	RESULTS 2023	RESULTS 2024	RESULTS 2025	MATERIAL VARIATIONS
SERVICE COST					
Cost of statutory planning service [Direct cost of the statutory planning service / Number of planning applications received]	\$853	\$1,749	\$2,243	\$4,138	There has been a significant increase in statutory planning costs in 2024-25 mainly due to an increase in consultants and legal expenses (this is due to more applications going to VCAT and some to the Supreme Court). The additional consulting costs have been offset by a grant and this income is not reflected in the calculation. Overall, there have been fewer planning applications in 2024-25 compared with 2023-24.
DECISION MAKING					
Council planning decisions upheld at VCAT (Number of VCAT decisions that did not set aside council's decision in relation to a planning application / Number of VCAT decisions in relation to planning applications) x 100	75%	100%	67%	60%	In 2024-25 there were 3 out of 5 Council planning decisions upheld at VCAT compared to 2 out of 3 in 2023-24.
WASTE COLLECTION					
SERVICE STANDARD					
Kerbside collection bins missed [Number of kerbside garbage and recycling collection bins missed / Number of scheduled kerbside garbage and recycling collection bin lifts] x10,000	3	3	10	14	In 2024-25, there was an increase in the number of missed bins due to the transition to the new kerbside collection contract. The number of reported missed bins declined over the first 3 months of the contract as routes were established.
SERVICE COST					
Cost of kerbside garbage bin collection service [Direct cost of the kerbside garbage bin collection service / Number of kerbside garbage collection bins]	\$124	\$125	\$120	\$101	In 2024-25, there was a reduction of waste to landfill which contributed to a lower landfill disposal cost. The new kerbside collection contract has a more favourable financial impact for cost of service resulting in a markedly decreased cost of service for direct cost of kerbside garbage compared to 2023-24.
Cost of kerbside recyclables collection service [Direct cost of the kerbside recyclables bin collection service / Number of kerbside recyclables collection bins]	\$61	\$85	\$87	\$50	

Definitions

- “Aboriginal child” means a child who is an Aboriginal person
- “Aboriginal person” has the same meaning as in the Aboriginal Heritage Act 2006
- “active library member” means a member of a library who has borrowed a book from the library
- “annual report” means an annual report prepared by a council under sections 131, 132 and 133 of the Act
- “class 1 food premises” means food premises, within the meaning of the Food Act 1984, that have been declared as class 1 food premises under section 19C of that Act
- “class 2 food premises” means food premises, within the meaning of the Food Act 1984 , that have been declared as class 2 food premises under section 19C of that Act
- “critical non-compliance outcome notification” means a notification received by council under section 19N(3) or (4) of the Food Act 1984 , or advice given to council by an authorized officer under that Act, of a deficiency that poses an immediate serious threat to public health
- “food premises” has the same meaning as in the Food Act 1984
- “local road” means a sealed or unsealed road for which the council is the responsible road authority under the Road Management Act 2004
- “major non-compliance outcome notification” means a notification received by a council under section 19N(3) or (4) of the Food Act 1984, or advice given to council by an authorized officer under that Act, of a deficiency that does not pose an immediate serious threat to public health but may do so if no remedial action is taken
- “MCH” means the Maternal and Child Health Service provided by a council to support the health and development of children within the municipality from birth until school age
- “population” means Estimated Resident Population (ERP) sourced from the Australian Bureau of Statistics, Regional Population Growth, Australia (3218.0)
- “target population” has the same meaning as in the Agreement entered into for the purposes of the Home and Community Care Act 1985 of the Commonwealth.





CONTACT US

Business hours: 8.15am to 5pm weekdays

Customer Service: 9am to 4pm weekdays

In person: 90 Welsford Street, Shepparton

Mail: Locked Bag 1000, Shepparton, VIC, 3632

Phone: (03) 5832 9700

SMS: 0427 767 846

Email: council@shepparton.vic.gov.au

Web: www.greatershepparton.com.au

Join the conversation:   

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TTY users: 133 677 then ask for (03) 5832 9700.

Speak & Listen users: (speech-to-speech relay) 1300 555 727 then ask for (03) 5832 9700.

Internet relay users: Connect to the National Relay Service via www.relayservice.com.au and then ask for (03) 5832 9700.

A hearing loop is also available at Council's customer service centre and Council meeting rooms.



Interpreter service available.