

2025

ANNUAL REPORT



About the Committee for Greater Shepparton

Established in 2013, the Committee for Greater Shepparton (C4GS) is an apolitical, not-for-profit member-based and member-funded organisation.

We bring together more than 100 business, public and community organisations from across the Goulburn Valley to drive positive change in and for our community and our region.

Our members are located across the local government areas of Greater Shepparton, Campaspe and Moira and are united in their passion for a positive, inclusive and prosperous future for our regional communities.

Our Mission

To unlock Greater Shepparton's potential through thought leadership, advocacy, and connecting networks.

Acknowledgement of Country

C4GS acknowledges the Traditional Custodians of Country and recognise their continuing and deep connection to the land, water, air and sky, culture and community.

We pay our respects to Elders past and present and acknowledge that the region covered by this report is on the traditional lands of the Yorta Yorta Nation.

Our Purpose

C4GS provides an informed, constructive, and influential voice for the Greater Shepparton region to all levels of government, stakeholders, and decision makers.

Drawing on the wisdom of our members and community, we look beyond political cycles to inform and shape our region's sustainable economic success and to advance our region's social, cultural, and environmental priorities.

Our Role

- Facilitate understanding, collaboration, innovation, and clever thinking.
- Foster strong and effective relationships within our membership, the region, and with local and international partners.
- Provide an informed, considered, and constructive voice to governments, regulators, and decision makers.

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Chair and CEO's report

We are pleased to present our 2025 Annual Report for the Committee for Greater Shepparton.

The 2025 reporting year demonstrated the value of a connected, confident and forward-looking region. Across the year, C4GS continued to strengthen its role as an informed, constructive and influential voice for Greater Shepparton and the wider Goulburn Murray region.

Our priorities were shaped by the critical issues facing local businesses and communities, including manufacturing competitiveness, water policy, energy transition, digital connectivity, workforce attraction and retention, housing supply, and the long-term resilience of regional industries.

A major strength throughout the year was C4GS's convening role. The HR Forum, Manufacturers Forum plus the Agribusiness and Finance Forum provided trusted environments for members to share insights, test ideas and engage directly with agencies, regulators and stakeholders.

Key events across the year included *Economic Outlook for 2025*, *Greater Shepparton Goes Global*, and the end-of-year event profiling Shepparton Art Gallery, together with a series of Captain's Table dinners and collaborative partner events.

C4GS also continued to translate dialogue into action. During the year, C4GS chaired the Murray-Darling Basin Dairy Strategy Working Group, participated in a joint manufacturers forum spanning three councils and regional industry bodies, and supported development work including a grant application for the E-test system.

Advocacy remained central to C4GS's work. Formal submissions were lodged to the Victorian Legislative Assembly Environment and Planning Committee's Inquiry into the supply of homes in Regional Victoria and to the Victorian Government's Building

Electrification Regulatory Impact Statement and Renewable Gas Directions Paper.

In 2025 C4GS CEO Linda Nieuwenhuizen presented at the Australian Energy Regulator's public forum on the Victoria Electricity Distribution Price Reset (2026–31), highlighting the need for improved tariff design, targeted network investment and stronger regional electricity capacity to enable industrial growth and electrification.

C4GS was also presented to members of the Victorian and Federal Government, opposition and cross-benches in Melbourne and Canberra as part of several regional delegations and representations.

The strength of our regional partnerships was highlighted by our end of year event co-hosted with the Shepparton Art Museum. The event brought members and friends from across the state and further afield to reconnect and reinforce the networks established during the year.

Community Connector Program breaks 800

The Community Connector Program continued to demonstrate strong outcomes, surpassing 800 professional clients, retaining more than 80 per cent of participants in the region, and supporting over 100 businesses and organisations secure local employment.

C4GS is extremely grateful to funding partner GV Health who has continued to provide financial support for the program.

Financial Position

On 31 December 2025, membership numbers were steady at almost 120 local businesses, agencies, and community organisations.

At the 2025 AGM, the board confirmed it is undertaking a longer-term financial review.

In November, the Board held an EGM which sought member approval to implement the findings of this



review which included a small increase to current membership fees.

C4GS membership fees have not increased since the Committee was established in 2013, and with significant increases to member events and services, and C4GS fully funding the CCP, secure funding streams are key to the organisation’s sustainability.

In 2025, C4GS has recorded an operating loss of \$XXXXXXX. This is a significant improvement on our 2024 operating loss and reflects the ongoing efforts by management to maintain membership, streamline costs and ensure value to members.

Our 2026 budget has C4GS on track to move closer to surplus and our balance sheet remains strong with sound financial reserves that are adequate to meet operating requirements.

However, C4GS is not immune from cost of business pressures. The ongoing financial sustainability of the organisation remains a critical concern and is the catalyst for the Board’s financial review and sustainability strategy.

Board and management team

Throughout the year our Board members have continued to actively support, guide, and lend their professional expertise to the operations of the

Committee.

Leigh Findlay continued as Chair with Jane Macey as Deputy Chair.

Andrew Mann and Damion O’Callaghan resigned their Board positions, and we thank them for their many years of service and wish them well into the future.

C4GS has four new board appointees who have accepted nominations – Andrew Yeoland, Martina Johnson, Steve Abbott and Jason Williamson.

The management team is unchanged Linda as CEO, Fiona Blick continuing in the joint role of Community Connector and Manager Communications, and Jenna Hearn continuing as Member Engagement Manager.

The Board would like to acknowledge the excellent work by the management team over the course of the year that has underpinned the growth of C4GS’s services and advocacy.

Chair

Leigh Findlay

CEO

Linda Nieuwenhuizen

C4GS Board



Chair - Leigh Findlay

Leigh is a Director of the Shepparton-based engineering firm CAF Consulting. He grew up in Shepparton before leaving to study Civil Engineering and worked across various infrastructure development projects in Melbourne and the United Kingdom.

Moving back to Shepparton in 2009, Leigh and his family have immersed themselves into the community, holding positions on various community and industry groups.



Deputy Chair – Jane Macey

Jane is the Business Manager and Principal Town Planner at Spiire Shepparton. Jane oversees the business's Town Planning and Urban Design Practice Area across Spiire's six offices.

Living on her dairy farm near Cobram with her husband and three children, Jane enjoys being part of the local community and actively participates on the St Joseph's Cobram Primary School Advisory Board and with the Cobram Junior Tennis Association.



Timothy Cannon

Tim is the Chief Corporate Affairs Officer at Goulburn Valley Health and has a background in commercial law, strategic communications and engagement, and government relations.

He spent eight years in senior roles at the front line of NSW politics, serving as an advisor to the NSW Finance Minister, Communications Director for the NSW Treasurer, and Executive Director of Stakeholder Engagement and Strategic Communications for the NSW Premier.

Tim's was appointed to the Board in May 2024 at the C4GS AGM.



Jason Williamson

Jason is Senior Project Manager at Hansen Yuncken.

With more than two and a half decades of experience and a robust background in commercial construction project management, his tenure has been marked by spearheading pivotal projects in diverse sectors such as defence, education, and health.

His expertise lies in meticulously planning and coordinating complex builds to completion, ensuring that each project is delivered to the highest standards. Prior to working with Hansen Yuncken, Jason was with Goulburn-Murray Water and led the Connections Construction program, which was characterised by successfully managing multi-disciplinary projects totaling over \$300 million.

This experience honed his competencies in leading large teams and managing cross-project dependencies within a large-scale water infrastructure modernisation initiative.

Martina Johnson

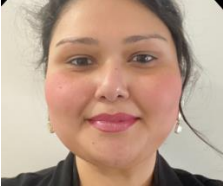
Martina is General Manager HR and Compliance with Gouge Linen and Garment Services.

She believes the most powerful organisations are built from the inside out with HR not just about policies or processes — but about shaping cultures where people and performance thrive together.

Over the past two decades, she has led people strategy, compliance governance and organisational transformation across industries as varied as financial services, manufacturing, aviation, higher education, and not-for-profit.

As a Chartered Employment Law Professional, Certified HR Leader, Workplace Investigator and Safety & Compliance Specialist, Martina brings a rare balance of strategic foresight, operational discipline and human-centred leadership.

Highlights of her career journey include achieving 100% HR compliance across multiple jurisdictions, driving a 10% reduction in attrition through targeted engagement strategies and embedding a safety-first culture that significantly lowered incident rates



Andrew Yeoland

Andrew is CEO of FOOTT, a leading waste, recycling and events solutions company.

He is a proven executive leader with more than 25 years of global experience in general management, strategy, sales and marketing and has successfully led key transformational projects and developed key growth strategies across Europe, Asia, and Australia.

With a strong B2B commercial background, Andrew has delivered value to many of the world's leading beer, spirits, wine, and food brands through glass packaging innovations, leading to sustainable new revenue streams.



Steve Abbott

Steve is General Manager Strategy and Service Planning at Goulburn-Murray Water.

He is a values-driven executive leader with experience guiding complex organisations through strategic change, growth and system reform.

His leadership focus is on clarity of purpose, strong governance, and building cultures that empower people to deliver meaningful outcomes for customers and communities.

Steve brings a practical, collaborative approach to strategy that aligns Boards, executives, partners and stakeholders around shared direction and long-term impact.

He is motivated by leading organisations where trust, accountability and long-term stewardship matter and where leadership is measured not only by performance, but by the legacy created for communities and future generations.



During the reporting period directors Andrew Mann and Damion O'Callaghan stepped down from the board.



C4GS Management

Linda Nieuwenhuizen, Chief Executive Officer



Linda's career began with the Australian Wheat Board before taking on roles with Zurich International in the UK, Southeast Water and CPA Australia. Linda moved to Shepparton in 2007 for roles with Goulburn-Murray Water and Moira Shire Council, before working with Apple and Pear Australia from Melbourne and the Goulburn Valley. Linda commenced as C4GS CEO in February 2022.

During the year, Linda concluded her nine-year term with Goulburn Valley Water and was appointed to the Board of Goulburn Valley Health. Linda is deputy chair of Regional Development Australia – Hume, and board member of Valley Sport.

Linda holds a Bachelor of Commerce (Economics) from the University of Melbourne, and Graduate Diplomas in Agribusiness (Monash) and Corporations and Securities Law (UoM), she is a graduate of the Australian Institute of Company Directors, Fairley Leadership Program (2014) and the International Association of Public Participation (IAP2).

Jenna Hearn, Member Engagement Manager



Jenna was born and raised in Shepparton, has worked and managed multiple hospitality venues and has been a small business owner, having started the popular Bill and Beats Café in Mooroopna.

She has held the Business Development Coordinator position at Greater Shepparton City Council and was the General Manager at the MOVE museum, being instrumental in project managing the establishment of the museum.

Fiona Blick, Community Connector and Communications Manager



Fiona was born in Broken Hill and studied music all through her school years.

She did work experience with the Adelaide Symphony Orchestra as a 14-year-old and went on to study music, majoring in performance, with the Elder Conservatorium at the University of Adelaide.

After many years of teaching and performing music, Fiona decided on a career change and studied journalism, working for McPherson Media, primarily with the Yarrowonga Chronicle. Since then, she has worked as a communications specialist with various media and local governments specialising in crisis communications and community engagement.

Fiona is a graduate of the Fairley Leadership Program (2019) and the International Association of Public Participation (IAP2).

Report of operations - Year in Review

Connect, Unlock and Engage

Our Year in Review is a reminder of the many activities, events, submissions, and networking opportunities the Committee was able to provide, and the progress we have made establishing new networks and avenues of influence into the state and federal governments, departments and agencies.

Connect

C4GS continued to provide regular opportunities for members to build relationships, strengthen networks and engage in informed regional conversations.

C4GS convened three core forums during the year – the HR Forum, the Manufacturers Forum, and the Agribusiness and Finance Forum.

These forums created practical conversations around workforce, manufacturing, agribusiness and finance issues affecting the region and supported engagement with external agencies and stakeholders.

Captains Tables Luncheons

C4GS continued its Captain's Table series during 2025, hosting lunches featuring the new CEO of GMCU, leaders from GOTAFE and Wodonga TAFE, Paul Trewin from Noumi, and the Chair and CEO of Goulburn Valley Water.

These smaller-scale gatherings remain an important part of C4GS's member value proposition. They create a trusted setting for senior leaders to build local relationships, share strategic perspectives and strengthen the informal networks that underpin effective collaboration in regional communities.

GMID Water Leadership Forum

The GMID Water Leadership Forum was established in 2014 to inform and shape policy at all levels of government to reflect the interests and aspirations of the communities, industry and environmental managers of the region.

Former Board member Andrew Mann and Suzanna Sheed co-chair the Forum.

The GMID Water Leadership Forum is independent of C4GS. C4GS Chair and CEO are members of the Forum, and C4GS provides secretariat support.

Member Forums

C4GS continued hosting three core forums during the year – the HR Forum, the Manufacturers Forum, and the Agribusiness and Finance Forum.

These forums created practical conversations around workforce, manufacturing, agribusiness and finance issues affecting the region and supported engagement with external agencies and stakeholders.

Human Resources Networking Forum

The HR Networking Group commenced in May 2024 to improve networks and knowledge sharing amongst Human Resources professionals across the public, private and community sectors.

The group meets monthly and connects local HR professionals with a network of peers, as well as organisations and agencies from outside the region including WorkSafe and Fair Work Australia.

Manufacturers Forum

The Manufacturers Forum began in June 2024 and continues to meet monthly. The forum provides our local manufacturing industry with a safe space to discuss current and emerging issues in their sector, and access to key policy and industry interests from outside the region.

Agribusiness and Finance Forum

The Agribusiness and Finance Forum began in early 2025 and meets bi-monthly. These forums are a catalyst for ideas and initiatives that add to the success, prosperity and sustainable future of the Goulburn Valley.

Major Events

Economic Outlook for 2025

The Economic Outlook for 2025 event brought together local business, government and community leaders to consider the economic conditions, risks and opportunities ahead for the region.

Guest speakers were NAB Senior Markets Wholesale Manager Troy Furlong and SPC Global Managing Director Robert Iervasi. Their presentations explored the 2025 economic outlook, trade volatility, consumer trends, export pathways and the strategic implications of SPC's merger with The Original Juice Co and Nature One Dairy.

The event also reinforced C4GS's role as a forum for informed regional discussion, with C4GS Chair Leigh Findlay welcoming almost 140 attendees including business and community leaders, state and local government representatives, agencies and infrastructure stakeholders.

reflection on the complexities of the global economy.

Christmas celebration and collaboration

C4GS partnered with the Shepparton Art Museum to co-host a Christmas Celebration for members and friends of both organisations.

With more than 130 attendees the event showcased the collaboration between local organisations and provided a further opportunity to welcome new members and visitors to the region.

It was also an opportunity to highlight the economic and social benefits the Shepparton Art Museum has brought to the region, with an emphasis on the importance of the arts in fostering a strong and inclusive community.

First Nations Business

C4GS, in partnership with Kaiela Institute and RDA Hume Committee hosted its second annual Indigenous Business Month Breakfast to discuss the mutual benefits generated by Indigenous and non-Indigenous partnerships in the region.

The event was an important opportunity to showcase local first nations businesses and service providers, with the announcement of the First

Nations Business Directory hosted on the C4GS website, in partnership with the Kaiela Institute.

Greater Shepparton Goes Global

Greater Shepparton Goes Global showcased the region's international outlook and the strength of its export-oriented and globally connected industries.

The event featured two specialist panels focused on global trade, exports and logistics, drawing on the experiences of local and visiting experts. The evening concluded with entertainment providing a lighter but still topical



Unlock

C4GS continued to act as a catalyst for ideas, initiatives and strategic collaboration that support prosperity and resilience across the region.

Murray-Darling Basin Dairy Strategy Working Group

During 2025 C4GS chaired the Murray-Darling Basin dairy strategy working group, a process co-funded by the Gardiner Foundation.

This work brought together industry leadership and strategic thinking around the future of dairy in the Basin, with an emphasis on resilience, competitiveness and the long-term sustainability of the sector and the communities that rely on it.

Joint Manufacturers Forum and Strategy Development

C4GS participated in a joint manufacturers forum involving three councils, C4GS, C4EM and major manufacturing industries to help shape a coordinated strategy for the regional manufacturing sector.

This collaboration recognised that manufacturing issues such as workforce, gas, electricity, freight and water policy are regional in scale and require shared advocacy and planning rather than isolated local responses.

Mars green-steam industry tour

One of the most practical learning opportunities of the year was the Mars Petcare Wodonga green-steam tour attended by members and partners including Greater Shepparton City Council, GrainCorp, Goodness Grown Glasshouses and Wodonga TAFE.

Speakers included Paul Matchuska from Mars Petcare, Dominic Zaal from CSIRO and Peter Lemmich from Graphite Energy. Together they stepped participants through Mars' energy transition journey and demonstrated how thermal heat storage systems, including graphite batteries, can help industry move from gas to electricity for steam production while also shifting the timing of electricity demand.

Engage

C4GS seeks to create meaningful opportunities for regulators, members of parliament and policy makers to learn about our region. We look beyond election cycles to provide a trusted, informed and constructive voice for the region into local, state and national conversations.

C4GS deliberate efforts to build influence and networks with key industry regulators and agencies as well as government and its departments were instrumental in providing multiple opportunities for C4GS to present Greater Shepparton's story and its priorities.

C4GS continued to engage directly with governments, agencies, institutions and industry leaders to promote the region's interests and advocate for practical outcomes.

A voice for members and the region

During the year, C4GS Board members and CEO met with multiple ministers and advisers from various areas of state and federal Government including water, energy, planning, manufacturing, regional development and infrastructure and agriculture portfolios. The C4GS Chair and CEO continued their program of regular meetings with local government leaders and management.

C4GS was invited to present and participate in several key events and forums.

Energy tour with Victorian Government policy makers

C4GS facilitated an energy tour with Victorian Government policy makers and staff during the year, creating an opportunity for decision-makers to engage directly with the region's energy users and industrial settings.

Melbourne University Graduate Careers Expo

C4GS participated in the Melbourne University Graduate Careers Expo to promote Greater Shepparton as a destination for graduates and professionals.

Regional Migration Summit presentation

The CEO presented at the Regional Migration Summit during 2025, helping contribute regional experience and insights to a wider public conversation about migration, workforce attraction and settlement outside metropolitan centres.

Gardiner Foundation event to present dairy strategy

C4GS also presented the dairy strategy work at a Gardiner Foundation event, extending the reach of the Murray-Darling Basin dairy strategy process and helping communicate its relevance to industry stakeholders and funding partners.

Road trip to Mars with council and manufacturers

The road trip to Mars with council and manufacturers combined advocacy, learning and relationship building.

Federal election candidates forum

C4GS hosted a candidates forum in the lead-up to the federal election, giving members and the broader community an opportunity to hear directly from candidates and better understand how key issues affecting the region were being addressed in the national campaign.

Victorian Interdepartmental Committee catch-up on Murray-Darling Basin response

C4GS also participated in engagement with the Victorian Interdepartmental Committee in relation to the state's response to Murray-Darling Basin issues.

Shaping priorities

C4GS staff and board members sit on various committees and are regularly called on to present at forums and roundtables to provide input on behalf of members into the future direction and needs of the Greater Shepparton region.

During the year C4GS board, staff and CEO contributed to

- Goulburn Murray Regional Prosperity Plan
- Shepparton Education Plan advisory committees
- Youth Foyer Advisory Committee

- Shepparton Arts Festival
- Greater Shepparton Volunteers Network

Tours, Submissions & Inquiries

C4GS participated in multiple formal engagement processes on a wide range of issues that are important to our members and the region.

Through submissions, inquiries, hearings and ongoing engagement, C4GS provides an informed, constructive and trusted voice to local, state and national governments, policy makers, regulators and representative bodies.

Our contributions draw on the experiences and expertise of our local members from across all sectors and areas of the region.

During 2025 C4GS lodged formal submissions to the Victorian Legislative Assembly Environment and Planning Committee's Inquiry into the supply of homes in Regional Victoria and to the Victorian Government's Building Electrification Regulatory Impact Statement and Renewable Gas Directions Paper.

The submissions are available from C4GS website and provide a valuable resource to broader engagement efforts

In April 2025, C4GS CEO Linda Nieuwenhuizen presented at the Australian Energy Regulator's public forum on the Victoria Electricity Distribution Price Reset (2026–31). The forum also involved AusNet Services, Jemena Electricity Networks, CitiPower, Powercor, United Energy and the Consumer Challenge Panel, with Linda representing a regional commercial and industrial user perspective.

Community Connector Program

Throughout 2025, demand for the Community Connector Program continued to outstrip the program's capacity with an average of three new clients every four business days.

The program is now funded through contributions from one member organisation, independently of their membership of C4GS, with C4GS contributing direct and in-kind support.

Clients are referred to the program by local businesses once their recruitment process is complete or approaching completion – and at the stage the business and the new employee are wanting to secure housing, schools, childcare and understand more about their new hometown.

The steady rate of referrals means the program has now supported more than 800 professionals to take up roles with more than 100 participating businesses since its inception in 2021.

The service continues to support relocators from Victoria, interstate and overseas and maintains contact and support for at least 12 months following relocation.

Monthly dinners, the Newbies Facebook group, coffee catch ups and regular emails and updates of new property listings ensure new arrivals feel welcome and connected.

The extended support after arrival also ensures assistance is available when employees transition out of employer-provided accommodation, partners begin seeking employment, and as children progress through pre, primary and onto secondary schooling.

In addition to supporting individuals, the CCP is also providing valuable insights into the needs and expectations of relocating professionals.

The data is directly informing C4GS advocacy and initiatives to encourage higher density housing in Greater Shepparton's central corridor and CBD.

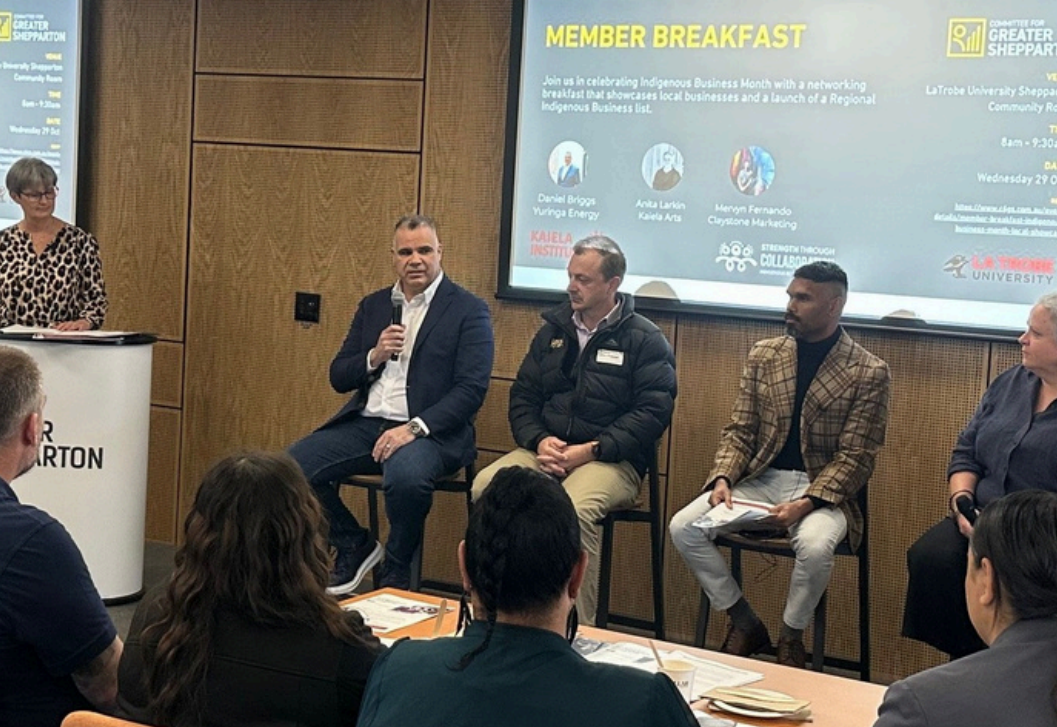
The CCP delivers proven significant public benefit in addition to its direct benefit to business.

According to census data, the average household spend is more than \$100,000 so by keeping professionals here once they have moved goes a long way to improving the overall economic outcomes for our region.

By attracting and retaining staff in Greater Shepparton, the Program has strengthened the local delivery of critical services particularly health, manufacturing and agriculture.

Annual statistics	2025	2024
Clients	204	182
Businesses	20	24
Origin		
International	32%	58%
Domestic	69%	31%
Household type		
Single	46%	39%
Couple	18%	23%
With children	36%	38%
• Childcare	18%	12%
• Primary School	79%	74%
• Secondary	3%	14%
Housing type		
Unit/Townhouse	38%	57%
Fully furnished	3%	12%
House	24%	17%
Share	35%	14%
Location		
CBD	28%	23%
Walking distance to work	58%	64%
New estate	14%	13%
Lifestyle property	0	<1%

C4GS is also sharing the data and insights with state and federal ministers and advisers and with local stakeholders to improve our ability to attract the workforce and skilled professionals we need.



Members

AC Foods Legacy Packing	GAME Traffic & Contracting	Hicks Transport Group	Rumbalara Aboriginal Co-op
Advance Computing	Goulburn Broken Catchment Management Authority	HR Blueprint	Shepparton Art Museum
Advanced AG	Giz A Break	INGV	Saputo Dairy Australia
Apprenticeship Factory	Goulburn Murray Community Leadership	JH and Co Chartered Accountants	Shepparton Festival
Bega Cheese / Tatura Milk	Goulburn Murray Credit Union	Kaiela Institute	Shepp Toyota and Mazda
Berry Street Youth Foyer	Goulburn Murray Local Learning & Employment Network	Kevin Hicks Real Estate	Shepparton BMW
Brokerhouse	Goulburn-Murray Water	Kreskas Bros Transport	Shepparton Foot Clinic
Browns Project Management & Consulting	GOFarm Australia	La Trobe University	SPC Factory Sales
CAF	Go Traffic	Lighthouse Project	SPC Global
Camerons Lawyers	GOTAFE	MB&M Chartered Accountants	Spiire
Cannatrek	Gouge Linen & Garment Services	McPherson Media Group	Shepparton Theatre Arts Group
Commonwealth Bank of Australia	Graham Hill Eyecare	MJ Hall	Superlative Group
Challenger Valves	Greater Shepparton Foundation	Moretto Building	Telstra
CIB Insurance Brokers	Griffith Goodall Insurance Brokers	MOVE	The Adviser
Civilmart	Greater Shepparton Secondary College	Murray Dairy	Trevaskis Engineering
Connect GV	Graham Thompson Motors	National Australia Bank	University of Melbourne
CPE	GV Community Energy	National Piano Award	Unilever
Dawes & Vary Riordan Lawyers	GV Environment Group	NBN CO	Urban Land Projects
Destination Goulburn Valley	GV Health	Next Office Tech	Vehicle and Equipment Finance
EFEX	GV Water	Noumi	Valley Pack
Ethnic Council of Shepparton & District	GV Young Professionals Network	Onleys	Valley Sport
Family Care	Hansen Yuncken	Opteon Property Group	Watters Electrical
Shepparton Foodshare	Herdstown	Pental	WB Hunter Rural Supplies
Foott Waste Solutions		Plunkett Orchards	Wodonga TAFE
J. Furphy & Sons Pty Ltd		Primary Care Connect	
Future Recycling		Prominent Group	
Gagliardi Scott Real Estate		Provincial Food Group	
		Quality Hotel Parklake	
		Quicklift Crane Hire	
		Radevski Coolstores	
		Rubicon Water	



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60 Skene Street, Shepparton VIC 3632
PO Box 753, Shepparton VIC 3632
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12 May 2026

Committee for Greater Shepparton
PO Box 603
SHEPPARTON, VIC 3632

Dear Committee,

INDEPENDENT ASSURANCE PRACTITIONER'S REVIEW REPORT

**To the members of Committee for Greater Shepparton
For the year ended 31st December 2025**

Report on the financial report

We have reviewed the accompanying financial report of Committee for Greater Shepparton, which comprises the assets and liabilities statement as at 31 December 2025, and the income and expenditure statement and a summary of material accounting policies. The financial statements have been prepared by management of Committee for Greater Shepparton in accordance with Australian Accounting Standards.

Management's/Committee's responsibility for the financial statements

The Management/Committee is responsible for the preparation of the financial report in accordance with the financial reporting provisions of Australian Accounting Standards, and for such internal control as the management/Committee of Management determine is necessary to enable the preparation and fair presentation of the financial report that is free from material misstatement, whether due to fraud or error.

Assurance practitioner's responsibility

Our responsibility is to express a conclusion on the accompanying financial statements. We conducted our review in accordance with Standard on Review Engagements ASRE 2400 *Review of a Financial Report Performed by an Assurance Practitioner Who is Not the Auditor of the Entity*. ASRE 2400 requires us to conclude whether anything has come to our attention that causes us to believe that the financial statements, taken as a whole, are not prepared in all material respects in accordance with the applicable financial reporting framework. This Standard also requires us to comply with relevant ethical requirements.

A review of financial statements in accordance with ASRE 2400 is a limited assurance engagement. The assurance practitioner performs procedures, primarily consisting of making enquiries of management and others within the entity, as appropriate, and applying analytical procedures, and evaluates the evidence obtained.

The procedures performed in a review are substantially less than those performed in an audit conducted in accordance with Australian Auditing Standards. Accordingly, we do not express an audit opinion on these financial statements.

Conclusion

Based on our review, nothing has come to our attention that causes us to believe that these financial statements are not prepared, in all material respects, in accordance with the financial reporting provisions of Australian Accounting Standards.

Ref: 1932158_1

ABN 58 131 580 017

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Cobram + Finley + Albury + Shepparton

Moggs Audit + Assurance Pty Ltd
Is a CPA Practice.



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Basis of accounting, and restriction on distribution and use

Without modifying our conclusion, we draw attention to Note 1 to the financial statements, which describes the basis of accounting. The financial statements are prepared to assist Committee for Greater Shepparton to comply with the financial reporting provisions of Australian Accounting Standards. As a result, the financial statements may not be suitable for another purpose. Our report is intended solely for Committee for Greater Shepparton and should not be distributed to or used by parties other than Committee for Greater Shepparton.

Yours sincerely,



Peter Mogg

Director

Moggs Audit + Assurance

Financial Report

Committee for Greater Shepparton
For the year ended 31 December 2025

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Committee's Report

Committee for Greater Shepparton For the year ended 31 December 2025

Your committee members submit the financial report of The Committee of Greater Shepparton for the financial year ended 31 December 2025.

Committee Members

The names of committee members throughout the year and at the date of this report are:

Name	Position	Appointed/Resigned
Leigh Findlay	Chair	Appointed 20/03/2023
Jane Nacey	Deputy Chair	Appointed 20/03/2023
Timothy Cannon	Director	Appointed 27/05/2024
Nartina Johnson	Director	Appointed 11/12/2025
Andrew Yeoland	Director	Appointed 11/12/2025
Jason Williamson	Director	Appointed 11/12/2025
Steve Abbott	Director	Appointed 11/12/2025
Andrew Nann	Director	Resigned 11/12/2025
Damion O'Callaghan	Director	Resigned 11/12/2025

Principal Activities

The principal activities of the Association during the financial year were to improve the economic development and liveability of Greater Shepparton.

Economic Dependency

The Committee for Greater Shepparton is dependent on the ongoing receipt of membership fees to continue delivering its programs and services.

At each Annual General Meeting members are asked to confirm the membership fees for the coming calendar financial year.

Member revenue

C4GS membership revenue has declined in response to wider economic conditions with a small number of members resigning or opting for a lower level of membership. The reported revenue has also been revised to ensure pre-paid memberships are recorded in the year they are earned.

Financial reserves

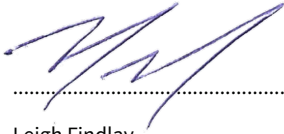
C4GS maintains cash and at call reserves sufficient to sustain up to six months of standard operating requirements and to meet entitlements if externally funded programs such as the Community Connector Program do not secure ongoing funding and need to be wound up. The reserves are reviewed regularly by the Board.

Operating Result

The Loss for the 2025 financial year amounted to \$8,513.

The Loss for the 2024 financial year amounted to \$40,174 .

Signed in accordance with a resolution of the members of the committee.



Leigh Findlay



Jane Macey

Dated

Income and Expenditure Statement

Committee for Greater Shepparton
For the year ended 31 December 2025

	2025	2024
Income		
Trading Income		
Connector Income - project funds	65,000.00	80,300.00
Interest Income	9,077.89	6,764.16
Membership Income	336,874.99	340,250.00
Rental & Related Income	9,774.99	10,575.90
Sponsorship - Events & Programs	10,000.00	1,500.00
Other Income	-	454.54
Reimbursements	12,000.00	-
Project Funding - Partner Contributions	2,470.85	-
Project Funding - Government	7,500.00	-
Event Income	1,147.42	-
Total Trading Income	453,846.14	439,844.60
Expenditure		
Administration Services	12,000.00	-
Annual Leave Provision - C4GS	(1,989.40)	7,647.37
Annual Leave Provision - Community Connector	(2,050.49)	971.96
Assets Purchased < \$1,000	200.10	1,945.45
Audit/Review Fees	1,497.00	1,500.00
Bank Fees	-	15.00
Bookkeeping	9,654.62	8,532.00
Consulting	3,840.00	650.00
Depreciation	4,845.82	3,814.56
Entertainment	-	400.86
Equipment Hire/Lease	4,075.41	3,500.42
Fees & Permits	-	95.40
Gifts and donations	436.37	997.24
Insurance	1,741.57	3,872.10
Interest Expense	-	860.43
Interest Paid	671.63	-
IT expenses - software	5,646.28	5,023.72
IT expenses - support	5,043.64	5,148.99
Legal expenses	49.00	-
Meeting Costs - Engagement & Delivery	3,995.11	3,419.70
Membership Fees Paid	2,290.91	6,131.82
Motor Vehicles	(647.98)	10,091.43
Multimedia Expenses	2,040.00	-
Accommodation & Services	381.82	-
Postage	246.37	196.14
Printing & Stationery	868.88	2,413.02
Provision for Employee Entitlements - Other	(6,233.66)	-

Income and Expenditure Statement

	2025	2024
Rent	10,552.82	11,181.78
Repairs and Naintenance	-	770.97
Seminars & Conferences	169.39	998.36
Sponsorship	-	1,500.00
Staff amenities	-	1.82
Stripe Fees	-	35.27
Subscriptions & Memberships	2,172.87	4,848.72
Sundry Expenses	-	112.50
Superannuation C4GS	23,778.41	32,498.89
Superannuation	13,666.10	-
Telephone & Internet	4,591.33	5,033.58
Travel and Accommodation	2,667.88	2,947.97
Event Costs - Venue, Catering & Supplies	42,719.60	33,642.33
Wages	306,067.83	303,578.64
Website	2,028.65	1,980.04
Workcover Insurance	5,213.04	4,593.64
Recruitment Expense	-	48.18
Stripe Fees (no GST)	128.58	51.81
Sponsorship & Advertising	-	8,967.24
Total Expenditure	462,359.50	480,019.35
Current Year Surplus/ (Deficit)	(8,513.36)	(40,174.75)

Assets and Liabilities Statement

Committee for Greater Shepparton

As at 31 December 2025

	NOTES	31 DEC 2025	31 DEC 2024
Assets			
Current Assets			
Cash and Cash Equivalents	2	272,082.62	285,036.04
Trade and Other Receivables		259,584.41	11,000.00
Other Current Assets	3	4,366.13	3,829.32
Total Current Assets		536,033.16	299,865.36
Non-Current Assets			
Plant and Equipment	4	6,423.08	7,087.08
Other Non-Current Assets			
Accounts receivable adjustments		-	2,200.00
Total Other Non-Current Assets		-	2,200.00
Total Non-Current Assets		6,423.08	9,287.08
Total Assets		542,456.24	309,152.44
Liabilities			
Current Liabilities			
Trade and Other Payables	5	18,103.89	17,619.89
GST Payable		36,184.93	7,591.26
Provisions	7	24,329.82	34,603.37
Rounding		(281.86)	-
Loans	8	4,140.00	4,140.00
Other Current Liabilities	6	301,542.71	74,779.54
Total Current Liabilities		384,019.49	138,734.06
Non-Current Liabilities			
Loans	8	5,757.20	9,225.47
Total Non-Current Liabilities		5,757.20	9,225.47
Total Liabilities		389,776.69	147,959.53
Net Assets		152,679.55	161,192.91
Member's Funds			
Reserve			
Current Year Earnings		(8,513.36)	(40,174.75)
Retained Earnings		161,192.91	201,367.66
Total Reserve		152,679.55	161,192.91
Total Member's Funds		152,679.55	161,192.91

Notes to the Financial Statements

Committee for Greater Shepparton For the year ended 31 December 2025

1. Summary of Significant Accounting Policies

Financial Reporting Framework

The financial statements are special purpose financial statements prepared in order to satisfy the financial reporting requirements of the Associations Incorporation Reform Act 2012 (Vic) . The committee has determined that the association is not a reporting entity as the users of the financial statements are able to obtain additional information to meet their needs.

Statement of Compliance

The financial report has been prepared in accordance with the Associations Incorporation Reform Act 2012 (Vic) , the basis of accounting specified by all Australian Accounting Standards and Interpretations, and the disclosure requirements of Accounting Standards AASB 101: Presentation of Financial Statements , AASB 108: Accounting Policies , Changes in Accounting Estimates and Errors and AASB 1054: Australian Additional Disclosures.

No assessment has been made as to whether the financial statements comply with all the recognition and measurement requirements in Australian Accounting Standards.

Basis of Preparation

The financial statements have been prepared on an accrual basis and are based on historical costs. They do not take into account changing money values or, except where stated specifically, current valuations of non-current assets. The following significant accounting policies, which are consistent with the previous period unless stated otherwise, have been adopted in the preparation of these financial statements.

(a) Income Tax

The Committee for Greater Shepparton has self-assessed as being an income tax exempt.

(b) Plant and Equipment

The depreciable amount of all P & E is depreciated over the useful lives of the assets to the association commencing from the time the asset is held ready for use.

The depreciation rates used for each class of depreciable assets are:

Class of Fixed Asset	Depreciation Rate
Computer Equipment	33%
Office Equipment	20%- 33%

(c) Impairment of Assets

At the end of each reporting period, the committee reviews the depreciation schedule for any old or obsolete assets. If an asset is impaired, any excess of the asset's carrying amount over it's recoverable amount is recognised in the income and expenditure statement.

(d) Cash and Cash Equivalents

Cash and cash equivalents include cash on hand, deposits held at call with banks.

(e) Revenue and Other Income

Operating grants, donations and bequests

When the association receives operating grant revenue, donations or bequests, it assesses whether the contract is enforceable and has sufficiently specific performance obligations in accordance with AASB 15.

When both these conditions are satisfied, the association:

- identifies each performance obligation relating to the grant - recognises a contract liability for its obligations under the agreement;
- recognises revenue as it satisfies its performance obligations.

Where the contract is not enforceable or does not have sufficiently specific performance obligations, the association:

- recognises the asset received in accordance with the recognition requirements of other applicable accounting standards (eg AASB 9, AASB 16, AASB 116 and AASB 138);
- recognises related amounts (being contributions by owners, lease liability, financial instruments, provisions, revenue or contract liability arising from a contract with a customer); and
- recognises income immediately in profit or loss as the difference between the initial carrying amount of the asset and the related amount.

Capital grant

When the association receives a capital grant, it recognises a liability for the excess of the initial carrying amount of the financial asset received over any related amounts (being contributions by owners, lease liability, financial instruments, provisions, revenue or contract liability arising from a contract with a customer) recognised under other Australian Accounting Standards.

The association recognises income in profit or loss when or as the association satisfies its obligations under the terms of the grant.

Interest income

Interest income is recognised using the effective interest method and reported when received or compounded.

All revenue is stated net of the amount of goods and services tax.

(f) Goods and Services Tax (GST)

Revenues, expenses and assets are recognised net of the amount of GST, except where the amount of GST incurred is not recoverable from the Australian Taxation Office (ATO). 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 ATO is included with other receivables or payables in the assets and liabilities statement.

(g) New and Amended Accounting Policies Adopted by the Association

No new or amended Accounting Standards have been adopted during the financial year ended 31 December 2025.

	2025	2024
2. Cash on Hand		
C4GS - Business Account	85,910.38	101,602.52
C4GS - Debit Card Account	1,445.32	4,743.39
C4GS - GNCU Term Deposit	120,847.35	115,374.65
Savings Account	54,458.69	-
C4GS - NAB Term Deposit	-	53,321.74
Connector - Business Account	13.14	0.14
Connector - Debit Card Account	220.73	200.00
Nurray Darling Basin Project	9,187.01	9,793.60
Total Cash on Hand	272,082.62	285,036.04
	2025	2024

3. Other Current Assets		
Prepayments - Insurance	1,306.17	-
Prepayments	3,059.96	3,829.32
Total Other Current Assets	4,366.13	3,829.32
	2025	2024

4. Property, Plant & Equipment

Plant and Equipment		
Plant & Equipment - GROW		
Office & Computer Equipment - GROW	9,532.15	9,532.15
Less Accumulated Depreciation on Office & Computer Equipment - GROW	(9,532.15)	(9,532.15)
Total Plant & Equipment - GROW	-	-
Plant and Equipment - C4GS		
Computer Equipment	5,828.82	1,647.00
Less Accumulated Depreciation on Computer Equipment	(2,499.88)	(724.98)
Office Equipment	24,506.04	24,506.04
Less Accumulated Depreciation on Office Equipment	(21,411.90)	(18,340.98)
Total Plant and Equipment - C4GS	6,423.08	7,087.08
Total Plant and Equipment	6,423.08	7,087.08
	2025	2024

5. Trade and Other Payables

Accounts Payable	4,967.96	3,168.50
Superannuation Payable - C4GS	6,431.54	9,243.39
PAYGW Payable - C4GS	6,704.39	5,208.00
Total Trade and Other Payables	18,103.89	17,619.89
	2025	2024

6. Other Current Liabilities

Accrued Expenses	5,979.35	22,279.54
Deferred Revenue - C4GS	288,063.36	52,500.00
Prepaid Income	7,500.00	-
Total Other Current Liabilities	301,542.71	74,779.54
	2025	2024

7. Provisions

Provision for Annual Leave - C4GS	17,444.93	23,297.92
Provision for Annual Leave - Community Connector	6,884.89	5,071.79
Provision for Other Employee Entitlements	-	6,233.66
Total Provisions	24,329.82	34,603.37
	2025	2024

8. Loan

Current

Loan (Spiire) - Current	4,140.00	4,140.00
Total Current	4,140.00	4,140.00

Non Current

Loan (Spiire)	6,555.10	10,695.00
Loan (Spiire) - Deferred Interest	(797.90)	(1,469.53)
Total Non Current	5,757.20	9,225.47

Total Loan	9,897.20	13,365.47
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The loan for Office Furniture & Equipment for the fitout has been taken over five years at an interest rate of 5.535%. The loan expires 31/08/2028.

9. Subsequent Events

There have been no events that would materially affect the presentation of the financial report

Statement by Members of the Committee

Committee for Greater Shepparton

For the year ended 31 December 2025

Annual Statements Give True and Fair View of Financial Position and Performance of the Association

We, Leigh Findlay, and Jane Macey, being members of the committee of Committee for Greater Shepparton, certify that –

The statements attached to this certificate give a true and fair view of the financial position and performance of Committee for Greater Shepparton during and at the end of the financial year of the association ending on 31 December 2025.

Signed: 

Dated: 25 / 05 / 2026

Signed: 

Dated: 25 / 05 / 2026

Certificate By Members of the Committee

Committee for Greater Shepparton
For the year ended 31 December 2025

I, Leigh Findlay of PO Box 603, SHEPPARTON, VIC, Australia, 3632 certify that:

1. I attended the annual general meeting of the association held on [/ /].
2. The financial statements for the year ended 31 December 2025 were submitted to the members of the association at its annual general meeting.

Dated: / /