


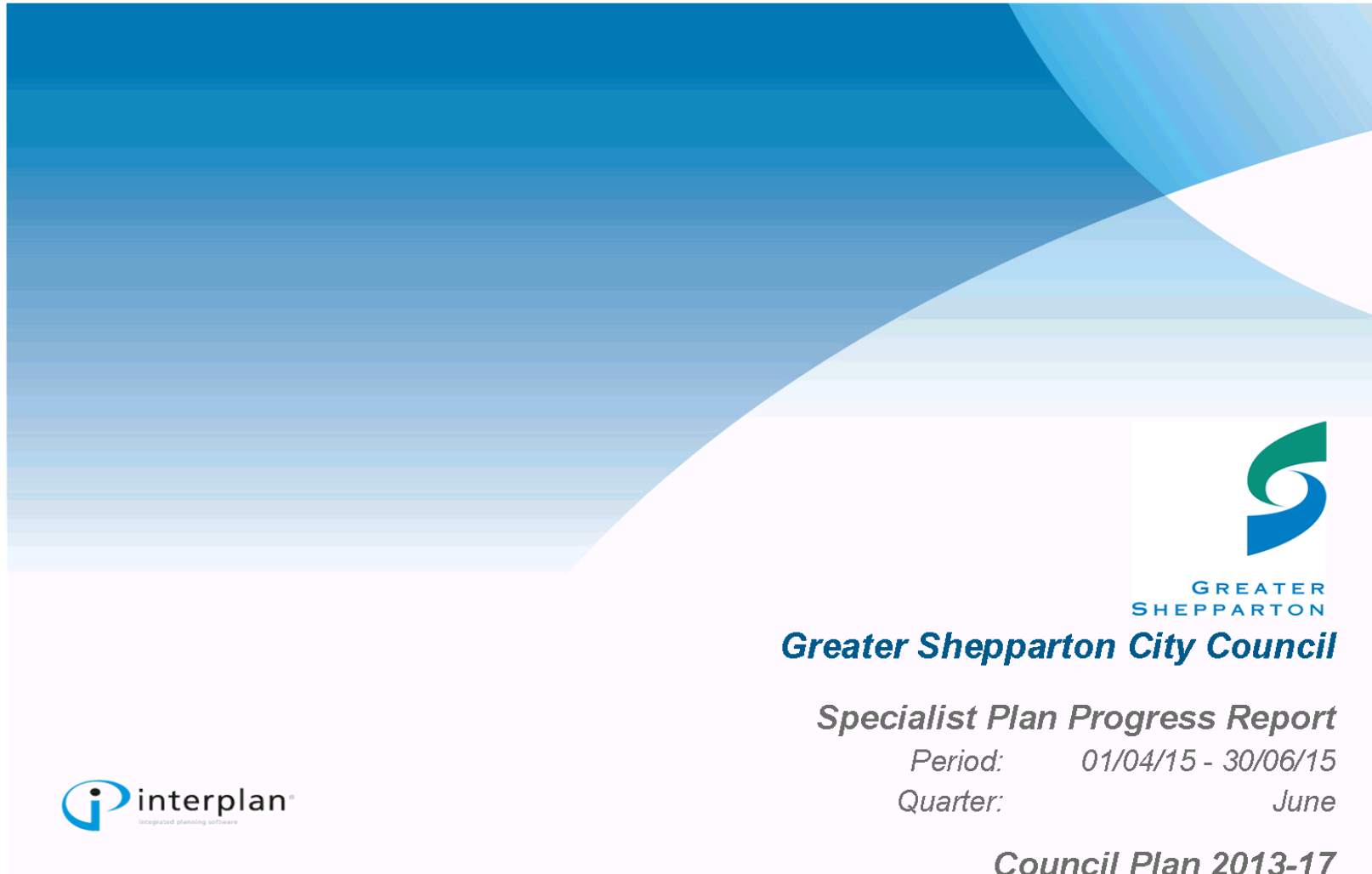
ATTACHMENT TO AGENDA ITEM

Ordinary Meeting

16 June 2015

Agenda Item 5.1 Council Plan Progress Report

**Attachment 1 Council Plan Progress Report - Prepared for June 2015
Council Meeting 86**



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Greater Shepparton City Council

Specialist Plan Progress Report

Period: 01/04/15 - 30/06/15

Quarter: June

Council Plan 2013-17



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Greater Shepparton City Council (June 14/15)

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<i>Individual Key Responsibilities</i>	<i>STATUS</i>	<i>PROGRESS COMMENTS</i>	<i>COMP DATE</i>
Strategy: 1.1.1 Develop and implement neighbourhood planning within the Shepparton community.			
1.1.1.1 (KSA) Develop one Neighbourhood Plan and one Locality Plan endorsed by Council.	Ongoing	The Arcadia Locality Plan was adopted by Council at its September 2014 Ordinary Council Meeting. The Kialla Lakes Neighbourhood Plan was adopted by Council at its October 2014 Ordinary Council Meeting. Planning for another Locality Plan and Neighbourhood plan are underway.	31/10/2017

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Strategy: 1.1.2 Continue to work with our communities to implement their community plans.			
1.1.2.1 (KSA) Complete the Congupna Community Plan and have endorsed by Council.	Completed	The Congupna Community Plan was endorsed by Council at the December 2013 Ordinary Council Meeting.	31/10/2017

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<i>Individual Key Responsibilities</i>	<i>STATUS</i>	<i>PROGRESS COMMENTS</i>	<i>COMP DATE</i>
Strategy: 1.1.3 Review, amend, implement and monitor Council's community consultation and engagement strategy.			
1.1.3.1 (KSA) Achieve a Community engagement community satisfaction survey result greater than 56.	Completed	Community Satisfaction Survey results for 2014 saw a seven point rise in the overall performance from 51 in 2013 to 58 in 2014. This is above the 56 target. There was a rise in all performance measures over all categories (Overall Performance 51->58, Community Consultation 55->59, Advocacy 54->62, Customer Service 70 ->72 and overall Direction 51 ->59)	31/10/2017

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Strategy: 1.1.4 Develop effective partnerships with agencies to deliver improved community wellbeing (all age cohorts) outcomes.			
1.1.4.1 Deliver at least ten Programs in partnership with other government, community and/or corporate organisations	Completed	Target already met - Activities in the Parks Program alone is being delivered with 40 partners	31/10/2018
1.1.4.2 Monitor and appropriately support the provision of adequate quality children's services.	Ongoing	The provision of quality children's services is constantly monitored to ensure relationships are maintained, challenges addressed through support networks and ongoing opportunities for improvement are identified and managed appropriately. Utilisation and waiting lists have varied across the year and currently both are low. Services are developing and implementing strategies to improve this.	31/10/2017

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Strategy: 1.2.1 Develop an Education Strategy that includes the principles of lifelong learning.			
1.2.1.2 Continue to work with education providers to increase the range of locally available education options and promote life long learning.	In Progress	Investment Attraction has briefed the Industry and Employment Taskforce on the current situation and this objective has been included in the final Industry and Employment Plan. Agricultural education also features prominently in Council's submission to the Agricultural Competitiveness Issues Paper. Education sector will also feature within the Economic Development Strategy 2015 which will highlight further opportunities. Currently discussing scholarship opportunity with La Trobe University.	31/10/2017

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<i>Individual Key Responsibilities</i>	<i>STATUS</i>	<i>PROGRESS COMMENTS</i>	<i>COMP DATE</i>
Strategy: 1.2.2 Review and amend (if required) Council's Higher Education Strategy with the aim to improve the aspirational goals of students to gain further skills by attending higher education.			
1.2.2.1 Ensure there are opportunities for arts education in the region	Completed	Stand out performance and attendance to Chooky Dancers as part of the Riverlinks Season. ICAA opened and was well attended. Included floor talks and workshops. Good coverage in national and local print media.	31/10/2017

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Strategy: 1.2.3 In association with education providers and industry/business develop opportunities to assist with the attainment and retention of skills to support industry and business development in Greater Shepparton.			
1.2.3.1 Work with local business and education providers to devise strategies to retain young people in the region and build our community's intellectual capital and improve educational outcomes.	In Progress	Working with TAFE to deliver Careers Day Out event which is available to local students . Designed at making students aware of what jobs are available locally and offer advice on potential career paths. Also working with Deakin University and local manufacturers to ascertain interest in offering manufacturing degrees in Shepparton . Deakin University are planning to come to Shepparton to meet with individual engineering firms and manufacturing firms to engage.	31/10/2017

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<i>Individual Key Responsibilities</i>	<i>STATUS</i>	<i>PROGRESS COMMENTS</i>	<i>COMP DATE</i>
Strategy: 1.3.1 Develop partnerships with Federal and State governments, statutory agencies, non for profits and private business to leverage growth within Greater Shepparton.			
1.3.1.1 (KSA) Develop a Marketing Strategy and have adopted by Council.	Completed	Completed.	31/10/2017

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<i>Individual Key Responsibilities</i>	<i>STATUS</i>	<i>PROGRESS COMMENTS</i>	<i>COMP DATE</i>
Strategy: 1.3.2 Develop, deliver and implement community safety initiatives with the State Government, Police, State agencies and the community, including but not limited to CCTV.			
1.3.2.1 Work with relevant stakeholders to continue community safety initiatives.	Ongoing	Council works closely with local VicPol on the Street Rider, Cool Heads and CCTV projects. Council also works closely with the Department of Justice and attends quarterly meetings with the Hume reference group. We are also active participants in Shepparton Family Violence prevention network and Women's Health Goulburn North East. In partnership with VicPol, we are currently undertaking a review of the Night Life Radio Network. It is anticipated that this review will be completed in July.	31/10/2017

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<i>Individual Key Responsibilities</i>	<i>STATUS</i>	<i>PROGRESS COMMENTS</i>	<i>COMP DATE</i>
Strategy: 1.3.3 Review and continue to implement the Greater Shepparton City Council Safer City Strategy.			
1.3.3.1 (KSA) Have Stage 1 Safer City Camera Project operational.	Completed	The launch of the Safer City Camera Network was undertaken on the 30 May 2014. The active monitoring of the system commenced with a two week trial commencing 16 May 2014. The cameras continue to be actively monitored on a Friday and Saturday night.	31/10/2017
1.3.3.2 Work with all relevant agencies to promote the Community Safety Plan objectives and activities.	Completed	The implementation of the Greater Shepparton City Council Safer City Strategy 2011-14 is supported by the Greater Shepparton Safer Communities Advisory Committee that continues to meet on a quarterly basis. Some recent achievements included: * Stall holder at the Summer Market in February 2014 – with Neighbourhood Watch and Victoria Police * New promotional tools purchased to promote Streetrider, including new bar mat's and volunteer T-shirts * Mall pedestrian audit completed & findings handed to traffic engineer for consideration in the 2014/15 Council Budget * Successful funding application for lighting at Tom Collins Drive (Aquamoves Car Park) through the Department of Justice - Public Safety Infrastructure Fund. Consultation for the development of the new Community Safety Plan has commenced.	31/10/2017

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Individual Key Responsibilities	STATUS	PROGRESS COMMENTS	COMP DATE
Strategy: 1.3.4 Renew and implement the Universal Access and Inclusion Plan.			
1.3.4.1 (KSA) Ensure that all kindergartens offer all eligible children 15 hours of kindergarten per week facilitated by a qualified kindergarten teacher.	In Progress	Commonwealth funding for Universal Access to Early Childhood education AECE 15 beyond December 2014 has not been confirmed. This will have a significant impact on services. The potential fee increase to sustain 15 hours is approximately \$1000 per child, up to a total annual fee of \$2,500 per child per year. The majority of families ineligible for the Kindergarten fee subsidy are not in a position to pay this increase. The Australian Productivity Commission Report on Childcare and Early Learning has recognised the need to continue access to fifteen hours of kindergarten for every child. However the funding issues have not been addressed. This item is no longer complete, due to the uncertainties around ongoing funding. The federal government has implied, that further information will be forthcoming after the June release of evaluation data. At the time of writing the timing is unknown.	31/10/2017
1.3.4.2 Implement the identified outcomes and objectives from the adopted UAIP.	Ongoing	A number of achievements have been completed including: * Accessible Communication – Achieved accreditation for the Universal Communication logo for both Welsford Street Customer Service Area and Aquamoves. * Updated Council Website to include promotion of Carer Card, Companion Card. Hard copy of information distributed amongst Council Offices and Neighbourhood Houses * Access events kit which includes checklists. Available on website and distributed amongst relevant staff. Available to community organisation in hard copy and online.	31/10/2017
1.3.4.3 (KSA) Develop a new Universal Access and Inclusion Plan.	Completed	The Greater Shepparton Universal Access and Inclusion Plan 2013-2017 was adopted at the September 2013 Ordinary Council Meeting.	31/10/2017

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<i>Individual Key Responsibilities</i>	<i>STATUS</i>	<i>PROGRESS COMMENTS</i>	<i>COMP DATE</i>
Strategy: 1.3.5 Continue to review and implement the Positive Ageing Strategy objectives.			
1.3.5.1 Implement the Positive Ageing Strategy outcomes and objectives.	Ongoing	The Positive Ageing Strategy continued to be implemented with the direction from the Positive Ageing Advisory Committee, who annually review the actions of the plan and set priorities. The strategy was completed in mid 2014. Consultation has begun with the Positive Ageing Advisory Committee to develop the future direction focus.	31/10/2017



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<i>Individual Key Responsibilities</i>	<i>STATUS</i>	<i>PROGRESS COMMENTS</i>	<i>COMP DATE</i>
Strategy: 1.3.6 Continue to support the ongoing planning and resourcing of Emergency Management.			
1.3.6.1 Review and update the Emergency Management Plan annually to ensure its ongoing relevance.	Completed	Through the employment of a shared officer, Emergency Management Coordinator, working across Greater Shepparton and Moira Council's a review of Council's ability to respond to Emergency situations is progressing well. This shared position has now been extended through State Government funding till June 2016. Annual review of the Emergency Management plan is complete. This review will be ongoing along with coordination of the recovery from the 2012 flood event. A Hume regional Municipal Emergency Management group has been meeting bi monthly to ensure shared knowledge and resources in any future emergency across the Hume region. GSCC's current Municipal Emergency Management Plan was successfully audited in August 2013.	31/10/2017

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Strategy: 1.3.7 Continue to implement the Early Years Plan objectives.			
<p>1.3.7.1 Implement the Early Years Plan outcomes and objectives.</p> <p>1. All children enjoy a healthy start to life</p> <p>2. All children are supported to become confident learners</p> <p>3. Greater Shepparton - a child and family friendly community</p> <p>4. Collaborative planning and service development</p>	In Progress	<p>The new 2015-18 Best Start Early Years Plan is anticipated to incorporate some existing and some new action areas. This report is close to completion and it is proposed to be presented to Council 2015</p> <p>The reported percentage complete and status of this action reflect the timing of the current Early Years Plan being 2011-2014.</p> <p>Action Area 1, All Children enjoy a healthy start to life has been met with current service delivery and planning. This area has been the focus of two areas within the Enhanced Best Start Program; increasing breastfeeding initiation and continuation and ongoing engagement in Maternal and Child Health Key Age and Stage visits. Positive results have been achieved in both areas in targeted geographic areas - South Shepparton for the Breastfeeding Support Project and Mooroopna for the Engagement in Key Age and Stage Visits. A full report was presented to Council in October 2013. Additional funding through the Greater Shepparton Communities for Children has allowed the extension of the Maternal and Child Health initiatives into Tatura.</p> <p>Action Area 2 All children are supported to become confident learners. A geographically targeted program to increase engagement in kindergarten in Mooroopna has seen an increase in early enrolment in kindergarten for 2014. Early Childhood professionals from Council and Scope have been identified to undertake 'train the trainer' training in the Hanen Learning Language and Loving It program. This will then be rolled out across all early childhood services in the municipality in recognition that positive language skills form the basis of all other formal learning.</p> <p>Action Area 3 Greater Shepparton - a child and family friendly city. This area particularly works through providing a professional development program for early childhood professionals in universal and tertiary services. The Integrated Practice Training (previously called Family Centred Practice) was developed within the Best Start Project and is now considered as essential training for new practitioners in the area. All Children's Service Leaders (LDC and kindergarten) and Maternal and Child Health Nurses attended Bridges Out of Poverty Training in 2013. This training has also become part of our onboarding process for new staff.</p> <p>We continue to support a number of established facilitated playgroups in areas of high social need. In addition playgroups are established within other organisations with small grants from Best Start. These groups are then transitioned to become part of the other organisation's core business.</p>	31/10/2017

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Strategy: 1.3.8 Develop, adopt and implement the Greater Shepparton City Council Municipal Health and Wellbeing Action Plan.			
1.3.8.1 Get Moving Greater Shepparton in partnership with the Federal Government and key community agencies and Melbourne based sports clubs deliver a series of programs that encourage improved health and well-being focussing on physical education, nutrition and on-going capacity building.	Completed	Program has been fully completed in line with the agreement with the Department of Health and Ageing. Interim final report has been lodged and signed off with FINAL audited report to be submitted in September 2014.	31/10/2017
1.3.8.3 Implement the Municipal Public Health Plan.	Ongoing	The 2014/15 Health and Wellbeing Action Plan has been completed and consultation is currently underway for the new 15/16 Action Plan.	31/10/2017
1.3.8.4 Pursue the highest standard of accessibility and inclusion for all services and activities.	Ongoing	The highest standards of accessibility and inclusion have been sought, with a dedicated Access and Inclusion Officer engaged to support activities across council, in addition to the Disability Advisory Committee providing strategic advice on all major undertakings. Council lead an extensive community campaign for funding for a Changing Place Accessible facility. Council is currently awaiting the outcome.	31/10/2017

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Strategy: 1.4.1 Review the provision of library services, including potential partnerships and infrastructure requirements.			
1.4.1.1 Manage the provision of GSCC library services, including participation and reporting to the GVRL board.	Completed	Greater Shepparton City Council continues to contribute to the Goulburn Valley Regional Library partnership with Moira Shire and Strathbogie Shire. The Goulburn Valley Regional Library board manages the existing partnership with both Councillor and Officer support. GSCC officer has been attending the Board meetings regularly and over the next 18mths will manage the redevelopment / upgrade of the Shepparton branch Library project. The Tender for this project was awarded in June 2014 and works will commence in July / August 2014.	31/10/2017

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<i>Individual Key Responsibilities</i>	<i>STATUS</i>	<i>PROGRESS COMMENTS</i>	<i>COMP DATE</i>
Strategy: 1.4.3 Continue to lobby, advocate and prioritise the needs of vulnerable and disadvantaged citizens and advocate on their behalf.			
1.4.3.1 Prepare a waiving fees hardship policy	Completed	Policy was adopted at October 2014 Council Meeting. Policy will be reviewed annually.	31/10/2017

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Strategy: 1.4.4 Monitor and appropriately support the provision of quality services within the municipality.			
1.4.4.105 Through the implementation of proactive maintenance inspection program for road, path and drainage assets deliver ninety percent of maintenance in line with service levels set out in the Inspection Maintenance Service Level Plan.	In Progress	Inspection based maintenance guidelines finalised in May 2013 and system changes and training of all relevant staff took place in May June 2013. All maintenance in the Works Department now scheduled via "Confirm" and Inspection Based Maintenance guidelines.	31/10/2017
1.4.4.2 Annual visitation across Aquamoves, Outdoor Pools, Sports Stadiums, KidsTown and Healthy Communities Programs exceeds 650,000 visits	In Progress	Updating of attendance data required and will occur pre-end of May however all indications suggest target should be met	31/10/2017
1.4.4.23 Support and encourage opportunities for constructive and productive youth engagement.	In Progress	Youth agency network building continues. Council is working with Word & Mouth, youth sector agencies and state government to provide Youth Development Services and identify priorities and service gaps for further development. The Greater Shepparton Youth Alliance and the Greater Shepparton Lighthouse Project are developing as working partnership groups that have taken on partnership facilitation and brokerage role. Their evolution has been very 'organic' (naturally occurring to meet a need expressed by a number of relevant agencies) Council has a strong place in both these groups A review into the value, benefits and future of Word and Mouth Inc has been completed. This has gone to Council and with no definitive outcome. May come in 6 July 2015 Increasingly the need for a central (CBD) youth space is being identified as the highest priority for youth services in Greater Shepparton. In principal, in kind and financial support is being sought by Kildonan Uniting Care (previously known as Uniting Care Cutting Edge) for the development of this space as a multi agency supported facility. The percentage complete is reflective of the Greater Shepparton Youth Strategy and Action Plan timeline 2012-2015	31/10/2017
1.4.4.26 Implement Domestic Wastewater Management.	In Progress	The Domestic Wastewater Management Plan is to be reviewed. The reviewed Plan will be presented to Council for adoption in December 2015.	31/10/2017
1.4.4.27 Implement Food Safety Management Strategy.	Completed	The Food Safety Management Strategy has been implemented and ensures all food premises are inspected annually and that food sampling is undertaken of foods from 'at risk' premises.	31/10/2017

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Strategy: 1.4.4 Monitor and appropriately support the provision of quality services within the municipality.			
1.4.4.29 Complete the Katandra West Community Plan to establish the priority of the Community Centre. Present to Council for endorsement	Completed	The Katandra West Community Plan was endorsed by Council on the 19 March 2013. The Community Centre is listed as the second priority in the plan.	31/10/2017
1.4.4.37 Report to Council on the priority strategic program for public toilets	Completed	Public Toilet Policy adopted by Council at Nov 2013 OCM. Development Plan and 10 Year Capital Plan being developed as part of 2014/15 Budget.	31/10/2017

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Strategy: 1.4.5 Continue to implement the Domestic Animal Management Plan			
1.4.5.1 Implement Domestic Animal Management Plan 2013-2017 initiatives	Ongoing	The Domestic Animal Management Plan will be reviewed in July as the mid term point for the Plan. As this is a continuous improvement process this action will continue through the life of the Plan.	31/10/2017

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Strategy: 1.5.1 Continue to engage and partner with our aboriginal community to support improved opportunities and outcomes in employment and health.			
1.5.1.2 Engage with the indigenous community to provide improved opportunities and outcomes.	Ongoing	<p>A Sorry Day event was held by the Shepparton Reconciliation Group at Monash Park on the 26 May 2015, to remember and commemorate the mistreatment of aboriginal people. Approximately 200 people attended this event.</p> <p>Apology Breakfast was held at the Queens Gardens on the 13th February 2015.</p> <p>Consultations have commenced to investigate the development of an action plan to support the Aboriginal Community.</p> <p>Cultural Awareness Training has been incorporated into Council's corporate training program.</p>	31/10/2017

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Strategy: 1.5.2 Ensure council's activities and events support and enhance cultural harmony and inclusiveness.			
1.5.2.1 Engage cooperatively with the Aboriginal community to identify and preserve their culture.	Ongoing	Close links have been established with the local aboriginal community who are consulted in relation to developments throughout Greater Shepparton by direct consultation, through the Cultural Heritage Management Plan (CHMP) process, or members of the community engaged on steering committees where relevant. Council continues to work with the local Shepparton Reconciliation Group.	31/10/2017
1.5.2.2 Ensure Council activities support and enhance its reputation for cultural harmony and inclusiveness.	Ongoing	The 2015 Cultural Calendars has been circulated amongst the community and also showcases new photo's of Shepparton's Aboriginal and CALD community. A Harmony Day event was held at KidsTown in partnership with a number of local service providers. Approximately 120 people attended the event. Council has supported a number of small community events and worked with the community to increase their capacity to undertake similar events in the future. Council has supported the CALD preventing violence against women and children forum. Council Officers are represented on the Victorian Multicultural Commission Regional Advisory Committee, the Settlement Planning Committee & the local VLGMIN network. The 2012-2015 Cultural Diversity & Inclusion Strategy is now complete & consultation is underway for a new strategy.	31/10/2017

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Strategy: 1.5.3 Continue to monitor, review annually and implement the Greater Shepparton City Council Cultural Diversity and inclusion Strategy.			
1.5.3.1 Engage with all Cultural Diversity stakeholders to implement the Greater Shepparton City Council Cultural Diversity and Inclusion Strategy.	Ongoing	The Cultural Diversity and Inclusion Strategy 12-15 is now completed. A review report on all achievements has been prepared for Council. Consultation for the new strategy is now underway with community, service providers and internal departments.	31/10/2017



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Strategy: 1.5.4 Recognise and take advantage of opportunities to celebrate our diversity.			
1.5.4.1 Continue to celebrate our diversity and inclusion strategy through a wide range of community events.	Ongoing	<p>Council in partnership with local organisations is preparing to support a number of events throughout Refugee Week in June 2015. This will again include a movie night in partnership with Women's Charter Alliance Advisory Committee.</p> <p>A Harmony Day event was held at KidsTown in partnership with a number of local service providers. Approximately 120 people attended the event.</p> <p>Council hosted a taste of harmony day for staff in 2015 with many departments participating and sharing cultural recipes.</p> <p>Council has attended and where necessary supported many small community events including Wesak Day.</p> <p>Council officers have worked with the CALD community to increase applications to Council's grant programs & specifically seen an increase in applications within the community matching grant scheme.</p>	31/10/2017



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Strategy: 1.6.1 Continue to support and promote arts initiatives.			
1.6.1.1 Ensure that the Performing Arts and Art Gallery activities continue at a high level and provide diverse programs.	Ongoing	Under the Riverlinks brand, Council continues to program a diverse season of performing arts in conjunction with commercial touring shows and community partnership performances. This delivers a dynamic arts and entertainment season that appeals to a broader range of audiences. In addition, Riverlinks in partnership with Multicultural Arts Victoria initiated the Emerge Festival which has now grown to be the region's largest multicultural celebration of diverse arts and culture.	31/10/2017



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Strategy: 1.6.2 Ensure that Shepparton Art Museum (SAM), Riverlinks and Westside Performing Arts continue to deliver quality and diverse activities and events aimed at increasing public participation.			
1.6.2.1 Continue to support and promote events including SheppARTon Festival, Sidney Myer International Ceramics Award, Indigenous Ceramics Award, Australian National Piano Awards and others	In Progress	Riverlinks has worked closely with the Shepparton Festival Committee again in 2015 to deliver a successful Festival Riverlinks provided ticketing support, presented a number of Festival events and partnered with them to present the Emerge Festival as the closing event. ANPA - MOU in place for 2014 and 2016 awards and the September 2014 ANPA delivered successfully. Next ANPA is September 2016.	31/10/2017

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Strategy: 1.6.3 Renew and implement the Arts and Culture strategy (which includes public art).			
1.6.3.2 Develop a comprehensive Arts and Culture Strategy and Policy for Greater Shepparton and pursue implementation of any identified outcomes.	Deferred	An Events and Tourism Strategy was developed and adopted by Council in 2011 . A cultural diversity and inclusiveness strategy was adopted in March 2012. Development of a combined Arts and Culture Policy and Strategy has not been achieved with a separate Cultural Framework presented to Council. A Feasibility Study for a Stand Alone Art Museum is expected to commence in June 2014 and will inform the development of an Arts and Cultural Strategy. The study is due for completion in December 2014.	31/10/2017

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<i>Individual Key Responsibilities</i>	<i>STATUS</i>	<i>PROGRESS COMMENTS</i>	<i>COMP DATE</i>
Strategy: 1.6.4 Continue to undertake the Greater Shepparton City Council Heritage Study by implementing Stage 3 - gap study.			
1.6.4.1 Complete and implement Heritage Study 2B.	Completed	Heritage Study 2B C110 approved by Minister.	31/10/2017

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Strategy: 1.6.5 Establish the Shepparton Art Museum Foundation.			
1.6.5.1 Complete the nomination and selection process for formation of the Shepparton Art Museum Foundation .	Completed	Foundation membership advertised in November 2013. Selection panel met in December 2013 and again in February 2014. Final selection and announcement of foundation members occurred in March 2014. The first meeting of the Foundation was held in May 2014. Incorporation documents and reports detailing the transfer of funds are being finalised.	31/10/2017

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<i>Individual Key Responsibilities</i>	<i>STATUS</i>	<i>PROGRESS COMMENTS</i>	<i>COMP DATE</i>
Strategy: 1.6.6 Continue the feasibility investigations for a new location for the Shepparton Art Museum (SAM).			
1.6.6.1 Complete a feasibility study into the construction of a new art gallery	Ongoing	Grant application to RDV successful. Procurement plan has been completed and work has started on developing the tender documents. Project Board will include Kaye Thompson as chair, Kirsten Paisley as Project Manager and will be assisted by the projects office as required (as this stage is a conceptual one) with representation by the SAM Foundation, RDV, Arts Victoria and other relevant stakeholders. Feasibility study due for completion in December 2014.	31/10/2017

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<i>Individual Key Responsibilities</i>	<i>STATUS</i>	<i>PROGRESS COMMENTS</i>	<i>COMP DATE</i>
Strategy: 2.1.1 Ensure that development applications provide sustainable management plans which incorporate sustainable building design concepts, water use and stormwater management plans.			
2.1.1.1 (KSA) Adopt an Environment and Sustainability Strategy.	Completed	Strategy adopted July 15 2014.	31/10/2017
2.1.1.2 Continue to implement the Sustainable Water use Plan and Stormwater Management Plan.	Ongoing	Council continues to implement priorities within the Sustainable Water Use Plan and the Stormwater Management Plan. The Sustainable Water Use Plan is currently under review. The Stormwater Management Plan needs to be reviewed.	31/10/2017

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<i>Individual Key Responsibilities</i>	<i>STATUS</i>	<i>PROGRESS COMMENTS</i>	<i>COMP DATE</i>
Strategy: 2.1.2 Ensure that development applications take into account the importance of agricultural land to the Greater Shepparton community and its economy.			
2.1.2.1 Continue to implement the provisions within the Municipal Strategic Statement including the Regional Rural Landuse Strategy	Completed	MSS and RRLUS are used as the basis of decision making for planning applications.	31/10/2017

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<i>Individual Key Responsibilities</i>	<i>STATUS</i>	<i>PROGRESS COMMENTS</i>	<i>COMP DATE</i>
Strategy: 2.1.3 Advocate for and lobby governments to improve community access and safety within the Lower Goulburn National Park.			
2.1.3.1 Acknowledge and appreciate the value placed on the rivers by local Aboriginal people and promote an active park management role for the Aboriginal community.	Ongoing	Working relationships have been established through the RiverConnect Project with the local Aboriginal community to assist in consideration of recognition of all Cultural interests. RiverConnect works closely with the GBCMA, Parks Victoria and local aboriginal communities to ensure appropriate management roles. The local aboriginal community are consulted in relation to developments by direct consultation, through the Cultural Heritage Management Plan (CHMP) process, or members of the community engaged on steering committees where relevant and working with ASHE students.	31/10/2017
2.1.3.3 Support the establishment of the Shepparton Regional Park and the Lower Goulburn National Park and work to ensure they are appropriately resourced to maximise their community benefit.	Ongoing	Council strongly supported the establishment of the Shepparton Regional Park and the Lower Goulburn National Park and Council provides a financial contribution towards the GBCMA Cultural Heritage Officer. Parks Victoria manage the parks and council staff continue to liaise with them on matters of mutual interest.	31/10/2017
2.1.3.4 Support the RiverConnect project with financial and political resources.	Ongoing	These programs are currently being supported by agencies and relevant groups.	31/10/2017

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<i>Individual Key Responsibilities</i>	<i>STATUS</i>	<i>PROGRESS COMMENTS</i>	<i>COMP DATE</i>
Strategy: 2.1.4 Advocate, lobby and work in partnership the state government to minimize the fire risk to our community on state government controlled land.			
2.1.4.1 Through the Emergency Management Planning Committee and the Fire Prevention Committee liaise with all State Government partners to ensure appropriate risk management relating to fire risk on state government controlled land.	Ongoing	The Greater Shepparton Municipal Emergency Management and Municipal Fire Prevention committee's meets quarterly. Through this meeting process, all issues relating to risk management of all emergencies is discussed including risk on State controlled land.	31/10/2017

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<i>Individual Key Responsibilities</i>	<i>STATUS</i>	<i>PROGRESS COMMENTS</i>	<i>COMP DATE</i>
Strategy: 2.1.5 Work with Department of Primary Industry, Goulburn-Murray Water, Industries, University of Melbourne and other municipalities to ensure the use of irrigation water is both innovative and maximised.			
2.1.5.1 Continue to engage the other levels of government in relation to water reform, to ensure that the long term interest of the Goulburn Valley are protected and enhanced.	Ongoing	Decisions were made to wait for the Murray Darling Basin Plan final report to ensure our study was consistent with this. Council has made a submission to the Victorian Water Bill Exposure Draft prepared by the Office of Living Victoria.	31/10/2017
2.1.5.2 Work with the Irrigation Technologies Cluster and industry to promote on-farm efficiencies through irrigation technologies.	In Progress	Work with the cluster is continuing, and marketing of Council's Digital Enterprise Program to the agricultural sector has been undertaken. Council will continue to support the cluster with sponsorship funds.	31/10/2017

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<i>Individual Key Responsibilities</i>	<i>STATUS</i>	<i>PROGRESS COMMENTS</i>	<i>COMP DATE</i>
Strategy: 2.1.6 Finalise, adopt and commence implementation of the Environmental Sustainability Strategy.			
2.1.6.1 Following adoption of the Environmental Sustainability Strategy commence implementation of the recommendations within the Action Plan 2014-17	In Progress	Adoption of the Environmental Sustainability Strategy was achieved in July 2014. Operational budget bids have been submitted for 2014/15 financial year including: - Review of the Roadside Management Strategy - Energy Reduction Plan - Native Vegetation Offset Management Plan These projects are underway.	31/10/2017
2.1.6.2 Prepare and present the Environmental Sustainability Strategy to Council for adoption.	Completed	Environmental Sustainability Strategy has been completed and adopted by Council at the July 15 2014 meeting.	31/10/2017

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<i>Individual Key Responsibilities</i>	<i>STATUS</i>	<i>PROGRESS COMMENTS</i>	<i>COMP DATE</i>
Strategy: 2.1.7 Investigate the opportunities that are available to Council to enable council to support renewable energy options.			
2.1.7.1 (KSA) Aquamoves environmental utility management improvements in operation.	In Progress	Mechanical Air fully operational - Co-Gen installed and operating however still being monitored and adjusted prior to full completion	31/10/2017
2.1.7.3 Promote and support community solar projects.	Ongoing	Council has supported a community solar group to obtain funding and has offered support to individual groups from time to time when requested.	31/10/2017
2.1.7.4 Pursue renewable energy objectives and work towards the assessment of all Council sites to become more energy efficient.	Ongoing	Council currently purchases 10% green power and has been concentrating on improving its energy sustainability. Council continually assesses the energy usage of its larger facilities and has implemented a number of energy saving features in each of these, eg voltage management in the Welsford Street office, solar panels at Doyles Road Complex and a co-generation plant is to be installed at Aquamoves, the Street Lighting changeover project. Funding for development of a Energy Reduction Plan is included in the 2014/15 budget. The commencement of the ERP has occurred.	31/10/2017

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<i>Individual Key Responsibilities</i>	<i>STATUS</i>	<i>PROGRESS COMMENTS</i>	<i>COMP DATE</i>
Strategy: 2.1.8 Investigate the opportunities that will enable council to support the growth of solar usage within the city.			
2.1.8.1 Work with relevant stakeholders to promote the expansion of solar usage within Greater Shepparton	In Progress	This project continues to progress - the proposal has passed the Expression of Interest stage with Regional Development Victoria and a formal application is being prepared. Financial commitment has been confirmed from key parties - TMI, Unilever, GW Water and GV Community Energy. RDV has confirmed funding commitment. Brief has been completed. Consultant has been contracted to complete the feasibility study into whether it is viable for a solar plant to be positioned in Tatura. Also working with investor regarding large scale solar opportunity in Greater Shepparton area. The Tatura Energy Group governance structure has been determined and fund to support this are being sought.	31/10/2017

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Strategy: 2.1.9 Review, adopt and commence implementation of the Waste Management Strategy.			
2.1.9.1 (KSA) Develop the Waste Management Strategy and have adopted by Council.	Completed	Council adopted the Waste and Resource Recovery Management Strategy at its meeting December 2013.	31/10/2017

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Strategy: 2.1.10 Review and implement the Greater Shepparton City Council Roadside Management Plan.			
2.1.10.1 Review and implement roadside management plans.	In Progress	The Roadside Management Plan is currently being reviewed. Roadside Vegetation assessment has been completed - GIS data on Dekho	31/10/2017

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Strategy: 2.1.11 Continue to implement the Sustainable Purchasing Policy			
2.1.11.1 Incorporate the sustainable purchasing policy into to newly adopted Procurement Policy and Guidelines.	Completed	The adopted Procurement Policy and guidelines references the Sustainable purchasing policy with the Sustainable Purchasing Policy remaining relevant in its own right.	31/10/2017

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Strategy: 2.1.12 Continue to reduce Councils Greenhouse Emissions.			
2.1.12.1 Seek opportunities to enable a reduction in councils greenhouse emissions.	Completed	Council has embarked on the following opportunities to reduce greehhouse emissions: - Watts Working Better Streetlighting upgrade - reduce greenhouse emissions by a minimum of 30,000 tonnes CO2 over 20 years - Aquamoves co-generation plant - reduce emissions by an estimated 600 tonnes CO2 per year - planet footprint reporting tracks councils energy usage and highlights reductions from energy reduction measures - Energy reduction plan - operational bid for 2014/15 to provide strategic direction for energy reduction and ensure resources we have are being used in the most efficient way - Energy Audits and implementation - annual audits on councils top 10 energy consuming sites and implementation of some of the recommendations	31/10/2017



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Strategy: 3.1.1 Develop and implement a Strategy which identifies resources needed to attract new business and industry to Greater Shepparton as well as retaining our existing businesses and industry.			
3.1.1.1 Continue to develop and implement a range of business expansion and retention initiatives.	In Progress	Greater Shepparton Business Centre incubator and training service. E-newsletter monthly. Networking opportunities - GV BRaIN (Steve Moneghetti) in March. Working with State Government to obtain funding to attract new business and existing business to grow and expand. Working with Shepparton Chamber of Commerce and Industry to roll out Renew Australia pop up shop initiative. Delivering Digital Enterprise Program training to locals to enhance their I.T awareness and educate them on how to capitalise on internet and NBN. CBD Fun held during Easter holidays.	31/10/2017
3.1.1.2 Continue to implement the recommendations of the Economic Development Strategy.	In Progress	Continuing to demonstrate leadership in economic development opportunities, working to grow existing business and attract new business, lobby for improved rail services, support viability of CBD and promote Greater Shepparton as a place to live, work, invest, GV Link and Tertiary Education. New Strategy will commence development in 2014/15 FY, advertising has occurred, tenders received and evaluation to commence this week (15/4/15)..	31/10/2017
3.1.1.3 Continue to work with Regional Development Victoria and other government agencies to identify and attract new businesses.	Ongoing	Continuing to work with Regional Development Victorian and the Department of Business and Innovation to support the expansion of existing and attraction of new business. Currently working with potential new food processor, solar farm, bulky goods retailer, walnut farm and two biotechnology investors. Two food processor investment opportunities continue to progress and potential sites have been identified and State Government support secured. One of the food processors has confirmed their site. About to commence campaign to attract a Grill'd campaign to Shepparton.	31/10/2017

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<i>Individual Key Responsibilities</i>	<i>STATUS</i>	<i>PROGRESS COMMENTS</i>	<i>COMP DATE</i>
Strategy: 3.1.2 Ensure sufficient industrial land which offers a range of options for new industry establishment is available throughout Greater Shepparton.			
3.1.2.1 Implement the Industrial Land Strategy into the Planning Scheme.	In Progress	Industrial Strategy adopted by Council. Planning Panel late May 2015	31/10/2017

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Strategy: 3.1.3 Undertake research of industry to understand and highlight their needs and opportunities to ensure that Council has considered all options for industry attraction and retention.			
3.1.3.1 Undertake an industry opportunity analysis.	In Progress	Continuing to identify and progress opportunities for horticultural diversification, particularly in the Shepparton East area. Industry Opportunity Analysis will form part of development of Economic Development Strategy - evaluation of tenders has commenced.	31/10/2017
3.1.3.2 Work with "Foodbowl Unlimited" to promote further agricultural development, growth and investment.	In Progress	Presented to Rural and Regional Parliamentary Committee on export opportunities and barriers in July 2014. Working with Food Bowl Inland Rail Alliance to advocate for the proposed inland rail to follow the Food Bowl route. Meeting with Minister Warren Truss is imminent.	31/10/2017

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Strategy: 3.1.4 Develop and implement a strategy for attracting renewable energy based industries to Greater Shepparton.			
3.1.4.1 Work with relevant stakeholders to develop a strategy for attracting renewable energy based industry.	In Progress	This will be incorporated into Economic Development Strategy - tenders being evaluated currently.	31/10/2017

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Strategy: 3.1.5 Develop and implement a marketing strategy for Industry attraction including the council owned GVLink.			
3.1.5.1 Develop and market the Goulburn Valley Freight Logistics Centre.	In Progress	Continuing to work with potential investors and marketing strategy will be undertaken in house during 15/16 FY. Sign for GV Link now designed and about to be erected.	31/10/2017

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Strategy: 3.1.6 Continue to seek out business to establish at GVLink.			
3.1.6.1 Continue to lobby for funding for further stages of the Goulburn Valley Freight Logistics Centre.	Ongoing	Funding will be reapplied for should an investor be secured.	31/10/2017

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Strategy: 3.1.7 Develop and implement a strategy promoting Shepparton as the regional capital.			
3.1.7.1 Continue to promote Destination Shepparton	Completed	Destination Shepparton has received good coverage as a destination through the combined efforts of the department. The Age's six reasons to visit covered the townships of Mooroopna, Dookie and Murchison this financial year. National media coverage was secured for the BMX Nationals.	31/10/2017
3.1.7.2 Develop a council advocacy campaign promoting Shepparton as the regional capital in the leadup to the 2014 state election.	Completed	A final wrap up of the campaign was undertaken on October 24th. This was promoted via a double page spread in the Shepparton News, the Adviser and social media.	31/10/2017

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Strategy: 3.2.1 Revise, adopt and commence implementation of the CBD strategy.			
3.2.1.1 CBD Issues and Options Paper report to Council	Completed	Investment Attraction has prepared a report regarding current activation methods being implemented and identifying how activation of CBD will occur. Budget bids have been placed for 15/16 FY to progress.	31/10/2017
3.2.1.2 Continue implementation of CBD Strategy recommendations with a priority on CBD parking.	In Progress	Councillors presented with report on current status of CBD Strategy and the reprioritisation of action items within strategy. Activation continues to occur and job analysis being completed for Place Manager for 15/16 FY commencement.	31/10/2017
3.2.1.5 Report to Council to adopt a Shepparton Retail Strategy	In Progress	Commercial Activity Centre Strategy has been completed - CBD Audit currently being undertaken.	31/10/2017

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Strategy: 3.2.2 Develop, adopt and commence implementation of a Retail Strategy.			
3.2.2.1 (KSA) Retail Strategy adopted by Council.	In Progress	Commercial Activity Centre Strategy complete except for CBD Retail Audit.	31/10/2017
3.2.2.2 Encourage greater retail diversity.	Ongoing	Summer City Market planning currently occurring. CBD Event Coordination ongoing, quarterly CBD vacancy audits ongoing (with reduced vacancies reported in last quarter). In the process of implementing Renew Shepparton project to reduce vacancies. This project is being undertaken with Committee for Greater Shepparton, Shepparton Show Me and the Shepparton Chamber of Commerce and Industry. Retail will also be reviewed within Economic Development Strategy 2015. Have met with Frank Whitford to gain an understanding of proactive retail investment attraction and to adopt some insights. Currently commencing a Grill'd campaign to attract this franchise.	31/10/2017

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Strategy: 3.2.4 Continue to support and revitalise Shepparton Show Me.			
3.2.4.1 Develop and commence implementation of the Shepparton Show Me marketing strategy.	Completed	Completed	31/10/2017

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Strategy: 3.2.5 Implement installation of new parking and wayfinding signage in the Shepparton CBD and progressively across the Greater Shepparton towns.			
3.2.5.1 Installation of new parking and wayfinding signage in the CBD.	In Progress	Wayfinding Signage about to be installed.	31/10/2017

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Strategy: 3.3.1 Pursue opportunities for Greater Shepparton to be the location for major sporting events.			
3.3.1.1 Pursue opportunities to have a State/National sporting group using Shepparton as a base for training.	Completed	The Council has assisted the local football community in making a successful application to join the National Premier League. The Goulburn Valley Suns Football Club (GV Suns) operates boys junior sides from U12 through to U20 and a senior side in the state wide elite level soccer program. The Council is also progressing discussion around a partnership with the Latrobe University to establish a sports performance centre of excellence utilising both Aquamoves and the Greater Shepparton Regional Sports Precinct.	31/10/2017
3.3.1.3 Continue to expand regional tennis complex facilities at the Shepparton Sports Precinct.	In Progress	Final RDAF4 funding did not include tennis facility development. Council officers are in discussion with Tennis Australia about possible funding options for future development.	31/10/2017
3.3.1.4 Continue to progress the sports decentralisation project.	Completed	The Events and Tourism team have successfully hosted Country Week Tennis and BMX Nationals in 2014. It is estimated that approximately \$10M has been generated in the local economy from these 2 events. The Team will work on retendering for both events based on a multi year agreement. Sporting CEOs conference held in June with delegates from in excess of 40 sporting organisations from across Victoria. GSCC staff with host CEOs on a tour of significant sporting infrastructure.	31/10/2017

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Strategy: 3.3.2 Build partnerships with state bodies to enable Greater Shepparton to be Victoria's leading location for major events.			
3.3.2.1 Create or maintain at relationships with at least two state level or equivalent organisations that supports enabling opportunities for hosting major events	In Progress	Currently have established relationships with Melbourne Heart, Essendon FC, Melbourne Vixens, Victorian Institute of Sport and Swimming Victoria	31/10/2017
3.3.2.2 Promote the quality of local arts and cultural activities and events.	Ongoing	<p>Riverlinks continues to actively promote and profile a range of arts and cultural activities and events in the region. In addition to traditional media, Riverlinks utilises social media, poster distributions, cross-promotions, digital newsletters, networks and data base resources to promote its programs.</p> <p>Riverlinks places an increasing emphasis on programming in partnership with local organisations and art practitioners to ensure high quality local talent is highlighted and exposed to audiences. Riverlinks also enters into more formal presentation agreements with local groups to promote excellence in the arts, the development of performance skills and the growth of audiences for local performing arts. Emerge Festival and SheppARTon Festival successfully programmed March 2015.</p>	31/10/2017

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Strategy: 3.3.3 Continue the development of the Shepparton North sporting precinct.			
3.3.3.2 Expand our sports fields to the north of the current hockey and soccer fields to accommodate expected future growth in junior sports participation and increasing demand for sports field areas.	In Progress	Successful applications made to both State and Federal Governments for funding assistance towards precinct development. Detailed design has commenced for Community Football Complex for initiation of major works over 2013/14, 2014/15 and 2015/16. Works to commence in 2013/14. Currently evaluating the design tenders. Construction to commence late 2014. Sports Precinct works are underway.	31/10/2017

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Strategy: 3.3.4 Continue to implement masterplans that have been prepared for recreation reserves and sports facilities.			
3.3.4.1 Continue the development of Deakin Reserve.	In Progress	In accordance with the plans for development a Shelter has been constructed. The scoreboard has been replaced. Construction of new toilet block is currently being procured with works to be completed by end of 2014 footy season estimated cost \$250000 Toilete will be constructed behind shelter	31/10/2017
3.3.4.2 Continue to implement master plans prepared for recreation reserves and sports facilities.	In Progress	This is being progressed through provision of local active open space facilities within the Shepparton North East and South East Growth Corridors. A range of facilities continue to be provided on an annual basis across the whole municipality. Work has commenced on the redevelopment of the netball courts at the Sports Precinct.	31/10/2017

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Strategy: 3.3.5 Review, adopt and implement the tourism and major events strategy to enable the breadth and quality of major events and tourism experiences to grow.			
3.3.5.1 (KSA) Develop a Destination Brand and have adopted by Council.	In Progress	Brand Mark Brief has been completed for distribution to selected agencies. It is expected that a new look and feel will be developed and presented to Council in August. Consultation will include representation from the Tourism industry, Council, and community plan champions. Currently awaiting Council branding review by Truly Deeply.	31/10/2017
3.3.5.3 Continue to increase the breadth and quality of major events held throughout Greater Shepparton.	Completed	Strategic Events selection calendar is being developed identifying opportunities and gaps in the 2015,16 & 17 years. It includes sporting, cultural, business and agribusiness events and will feed into the Tourism & Events Strategy.	31/10/2017
3.3.5.4 Review the tourism and major events strategy.	In Progress	Being incorporated into Economic Development Strategy. Assessment of tenders currently occurring.	31/10/2017
3.3.5.5 Undertake a feasibility study for the development of a new Visitor Information Centre.	Ongoing	Visitor numbers continue to increase at the new site and now rival that of the former Lake site. Siting the Visitor Centre will now be dependent on the completion of the Victoria Park Lake Master Plan and confirmation of a site for a stand alone SAM. Detailed planning capital funding bid submitted as part of the 2014/15 budget planning process. No capital funds allocated for this project so will be on hold until funds available.	31/10/2017

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Strategy: 3.3.6 Complete the Shepparton Showgrounds redevelopment.			
3.3.6.1 Continue the redevelopment of the Shepparton Showgrounds site, with an emphasis on the relocation of Shepparton Search and rescue and development of the Archer Street frontage.	Ongoing	Semi permanent toilets completed. Grassed arena work commenced in December and almost completed. Capital improvements now sit with Major Projects under Recreation and Parks.	31/10/2017

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Strategy: 3.3.7 Develop plans and prepare a feasibility study for the redevelopment of the Shepparton Sports stadium.			
3.3.7.1 Develop plans and feasibility studies for the redevelopment of the Shepparton Sports Stadium	Completed	Master Plan Adopted	31/10/2017

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Strategy: 3.3.8 Continue to develop Aquamoves and environs (including the carpark) as a regional aquatic and water park facility.			
3.3.8.9 Seek additional funding from other levels of government to progress the Aquamoves Masterplan, with a priority on car parking	Ongoing	With the exception of the car park, Stage 1 Aquamoves Master Plan developments are all complete. This includes the development of new group fitness program rooms, expansion of the existing gymnasium and the re-development of the outdoor area including the construction of the new leisure pool, splashpark and associated support infrastructure. \$1.5m was secured in additional funding from the state government to support these developments. The car park upgrade is fully designed and documented however has been unable to secure funding to support its re-development. A number of unsuccessful submissions have been made via Federal government grants programs. A full review of the car park project is near complete.	31/10/2017



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<i>Individual Key Responsibilities</i>	<i>STATUS</i>	<i>PROGRESS COMMENTS</i>	<i>COMP DATE</i>
Strategy: 4.1.1 Complete the Victoria Park Lake redevelopment project.			
4.1.1.1 Continue to implement projects under the Victoria Park Lake Master Plan within budget provision.	In Progress	Various projects completed recently including Con Paling Reserve upgrade, Western Park Upgrade and Tom Collins Drive Upgrade. Further works subject to available capital budget.	31/10/2017

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<i>Individual Key Responsibilities</i>	<i>STATUS</i>	<i>PROGRESS COMMENTS</i>	<i>COMP DATE</i>
Strategy: 4.1.2 Work with the community to continue the development of the Australian Botanic Gardens Shepparton.			
4.1.2.1 Integrate the development of the Kialla Landfill site into RiverConnect activities.	In Progress	Development of the site continues as the Shepparton Botanic Gardens with plantings undertaken and implementation plans on track for site to be incorporated into RiverConnect Shepparton - Mooroopna walking cycling paths with ABGS being the destination point. Riverconnect are driving the project along with Parks, DEPI and internal Council Departments	31/10/2017
4.1.2.3 Continue to support the Friends of the Australian Botanic Gardens Shepparton committee.	Completed		31/10/2017

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<i>Individual Key Responsibilities</i>	<i>STATUS</i>	<i>PROGRESS COMMENTS</i>	<i>COMP DATE</i>
Strategy: 4.1.3 Review and adopt the Tatura Park Master Plan and develop an integrated sporting facilities master plan with the Howley Complex.			
4.1.3.2 Develop a sporting master plan for Tatura which integrates with the current Tatura Park and Howley Complex Master Plans.	In Progress	A masterplan which integrates both Tatura Park and Howley Complex is underway . Consultants have been appointed. Inception meetings and site visit undertaken. Background research and detailed stakeholder and community consultation plan currently being developed.	31/10/2017

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<i>Individual Key Responsibilities</i>	<i>STATUS</i>	<i>PROGRESS COMMENTS</i>	<i>COMP DATE</i>
Strategy: 4.2.1 Develop a long term plan for the Shepparton aerodrome which includes provision for its possible relocation.			
4.2.1.1 Complete application for Aerodrome Relocation Feasibility Study.	Completed	Application submitted and received notification that successful in obtaining funding. Announcement by Minister occurred and Projects department developing procurement plan for engagement of consultant.	31/10/2017



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<i>Individual Key Responsibilities</i>	<i>STATUS</i>	<i>PROGRESS COMMENTS</i>	<i>COMP DATE</i>
Strategy: 4.2.2 Advocate for the delivery of improved passenger rail services to the Greater Shepparton including "Fast rail" services.			
4.2.2.1 Advocate to the state government for improved passenger rail services to Greater Shepparton leading up to the state election 2014.	Completed	"Make Shepparton Greater Advocacy Campaign Plan" underway to capitalise on past representation and further strengthen councils positive position. A report on the effectiveness of this campaign was presented to a briefing of Council and this highlighted the success of the campaign	31/10/2017

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<i>Individual Key Responsibilities</i>	<i>STATUS</i>	<i>PROGRESS COMMENTS</i>	<i>COMP DATE</i>
Strategy: 4.2.3 Advocate for the return of rail freight as an option for regional freight businesses.			
4.2.3.1 Actively participate in the Foodbowl Inland Rail Alliance.	Ongoing	Food Bowl Inland Rail Alliance has engaged Aecom who have completed a study into the proposed routes. Advocacy currently occurring, with meeting planned with John Anderson, Chair of Implementation Group on 6th February 2015. Meeting with Minister Warren Truss imminent.	31/10/2017
4.2.3.2 Continue to lobby for the Melbourne to Brisbane inland rail route to be constructed along the "Foodbowl Rail Alignment".	Ongoing	Following the appointment of an Inland Rail Implementation Group Chaired by John Anderson currently working with Food Bowl Inland Rail Alignment group to advocate for the Food Bowl Route. Aecom have produced report, and group meeting with John Anderson on Friday 6th February. Meeting with Minister Warren Truss imminent.	31/10/2017

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<i>Individual Key Responsibilities</i>	<i>STATUS</i>	<i>PROGRESS COMMENTS</i>	<i>COMP DATE</i>
Strategy: 4.2.4 Adopt and commence implementation of the Greater Shepparton Cycling Strategy 2013-2017.			
4.2.4.1 Commence implementation of the outcomes of the Greater Shepparton Cycling Strategy.	Completed	Capital bids for projects to implement the Cycling Strategy have been included in the draft 2014-15 budget and 10 year capex budget.	31/10/2017

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<i>Individual Key Responsibilities</i>	<i>STATUS</i>	<i>PROGRESS COMMENTS</i>	<i>COMP DATE</i>
Strategy: 4.2.5 Advocate the Federal and State Governments for a commitment for funding to enable the commencement Shepparton Bypass for the Goulburn Valley Highway.			
4.2.5.1 Continue to lobby for the construction of the Shepparton Bypass and second river crossing.	Ongoing	Shepparton Bypass has significance in the Make Shepparton Greater Campaign. Two Meetings have been held with the Deputy Prime Minister Warren Truss MP, meetings were held with the Coalition State Government Ministers and opposition members prior to the November State Government and a meeting was held on 27th April 2015 with the Roads Minister The Hon L Donnellan. Council officers continue to work closely with VicRoads and the C4GS to progress this important project.	31/10/2017
4.2.5.2 Pursue the completion of environmental works in readiness for construction of the Shepparton Bypass and second river crossing on the Goulburn Valley Highway.	In Progress	Shepparton Bypass forms part of Victoria's submission to Infrastructure Australia for consideration as part of Nation Building 2. Timing for construction is indeterminate but Council has endorsed and supports the Shepparton Bypass action group	31/10/2017

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<i>Individual Key Responsibilities</i>	<i>STATUS</i>	<i>PROGRESS COMMENTS</i>	<i>COMP DATE</i>
Strategy: 4.2.6 Lobby and advocate to other levels of government for funding for major infrastructure projects.			
4.2.6.1 Expend Ninety per cent of the adopted Capital Works Budget, excluding works undertaken by developers.	Completed	Capital Budget completion below expectations at 30 June 2014. However, I believe that the Projects Department has achieved a greater % than 2012/13	31/10/2017
4.2.6.2 Work with VicRoads to establish a business case for the duplication of McLennan Street in Mooroopna from Echuca Road to Excelsior Avenue.	In Progress	Shepparton Bypass forms part of Victoria's submission to Infrastructure Australia for consideration as part of Nation Building 2. Timing for construction is indeterminate but Council has endorsed and supports the Shepparton Bypass action group chaired by Council appointed Peter Johnson. VicRoads has prepared a layout plan of the upgrade from Mooroopna to Excelsior Avenue	31/10/2017

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Strategy: 4.2.7 Continue to develop plans for and commence implementation of streetscapes and town entrances.			
4.2.7.4 Work with VicRoads to deliver the agreed landscaping strategy for Numurkah Road, Shepparton.	Completed	Plans have been prepared and action will be subject to future allocation in capital budgets.	30/06/2017
4.2.7.5 Continue the program of small town entry landscaping and signage works.	Ongoing	Melbourne Road urban design feature and landscaping completed January 2014. Design for Toolamba Town Entry signs has been adopted by community, with installation expected to be completed by end March 2014. Community led design and planning for Murchison Town Entries in progress.	31/10/2017

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<i>Individual Key Responsibilities</i>	<i>STATUS</i>	<i>PROGRESS COMMENTS</i>	<i>COMP DATE</i>
Strategy: 4.2.8 Advocate and lobby for funding to enable commencement of the Maude Street bus interchange project.			
4.2.8.1 Complete the Concept Plans for the Maude Street Bus Interchange and Maude Street.	Completed	Concept Plan adopted at Sept OCM. 2014	31/10/2017

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<i>Individual Key Responsibilities</i>	<i>STATUS</i>	<i>PROGRESS COMMENTS</i>	<i>COMP DATE</i>
Strategy: 4.2.9 In collaboration with the community lobby and advocate for the continued development of the Railway station precinct with priority linkage to the CBD.			
4.2.9.1 Lobby the Victorian Department of Transport to redevelop the Shepparton Railway Station precinct, to improve access to and from the CBD.	Ongoing	Expression of Interest originally submitted did not received traction from State Government. This project now forms part of the Transformational Projects brief that has been developed for State Government consideration. Council has had work undertaken to demonstrate social and economic benefits of all transformational projects identified. It was one of the 5 projects within the Make Shepparton Greater Campaign	31/10/2017

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<i>Individual Key Responsibilities</i>	<i>STATUS</i>	<i>PROGRESS COMMENTS</i>	<i>COMP DATE</i>
Strategy: 4.3.1 Review councils Municipal Strategic Statement.			
4.3.1.1 Review Municipal Strategic Statement.	Completed	The MSS review to Oct OCM 2014.	31/10/2017

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<i>Individual Key Responsibilities</i>	<i>STATUS</i>	<i>PROGRESS COMMENTS</i>	<i>COMP DATE</i>
Strategy: 4.3.2 Ensure Developer Control Plan's minimise council's requirement for expenditure within developments.			
4.3.2.1 Continue to implement the Developer Contribution Plans in accordance with the State Government Guidelines and the Municipal Strategic Statement.	In Progress	North East Corridor and South East Corridor currently being finalised by Metropolitan Planning Authority (MPA) .	31/10/2017

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<i>Individual Key Responsibilities</i>	<i>STATUS</i>	<i>PROGRESS COMMENTS</i>	<i>COMP DATE</i>
Strategy: 4.3.3 Continue to develop structure plans for our growth corridors.			
4.3.3.1 Commence Shepparton East Interface investigation	Deferred	Deferred. Flood study in the area still being undertaken by the Catchment Management Authority. No date of completion known.	31/10/2017
4.3.3.2 Complete North East and South East Growth Corridor structure plans and Developer Contribution Plans	In Progress	The Metropolitan Planning Authority (MPA) are completing documentation for the North East and South East Precinct Structure Plan.	31/10/2017
4.3.3.3 Finalise the integrated planning framework to promote a triple bottom line approach to decision making.	Completed	The Planning and Environment Act 1987 requires the consideration of social, environmental and economic planning issues as part of all decision making on land use planning. The Council report template has been changed to accommodate these matters.	31/10/2017
4.3.3.4 Implement recommendations from the Council's adopted Housing Strategy.	Completed	The Greater Shepparton Housing Strategy was adopted June 2011. The provisions of the Greater Shepparton Housing Strategy have been integrated into the Greater Shepparton Planning Scheme through Amendment C93 on 21st June 2012. Remaining action will be implemented into service and budget planning processes.	31/10/2017
4.3.3.5 To accommodate future population growth, infrastructure within the Mooroopna West Growth Corridor construct flood mitigation, drainage and infrastructure within the corridor funded by the Building Better Regional Cities Program.	In Progress	All planning and procurements complete. Construction works underway in accordance with BBRC funding agreement and DCP.	30/06/2017

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Strategy: 5.1.1 Develop, adopt and implement Councils marketing and communication strategies.			
5.1.1.1 Implement evaluation of the Marketing Strategy.	Completed	<p>2013/2014 Marketing strategy developed and is currently being implemented. There are two main campaign relating to the strategy - Great Services Great People campaign and Make Shepparton Greater.</p> <p>To date ten council departments have been profiled via the Great Services Great People campaign. A 12 month campaign report is currently being prepared.</p> <p>The Make Shepparton Greater advocacy campaign commenced roll out in March 2014. Refer to 3.1.7.1.</p> <p>The Marketing and Communications 2014-2016 strategic plan is almost complete which will determine the marketing strategy for 2014/2015.</p>	31/10/2017
5.1.1.2 Adequately support and resource community engagement activities.	Ongoing	<p>Council completed its first Community Leadership Program in 2014 and has entered into a contract for the delivery of this program for the next 3 years. The program is aimed to develop community leaders within the municipality who wish to increase their leadership potential and influence within the community.</p> <p>Currently supporting Community Planning Groups to hold "What's happening in your town" sessions. The aim of the sessions is for community groups within the town to share information with one another and participate in an open forum.</p> <p>The Mooroopna and Tatura community plans are currently under 5 year review with many engagement activities underway.</p>	31/10/2017

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Individual Key Responsibilities	STATUS	PROGRESS COMMENTS	COMP DATE
Strategy: 5.1.2 Review, adopt and implement council's community engagement strategy.			
5.1.2.1 Develop and implement systems and procedures to ensure that Council decision making remains transparent and accountable to the community.	In Progress	Councils Citizen Services and Infrastructure Services areas continue to review the software packages Confirm, Pathways and Merit to ensure that maximum benefit is being made of the packages across the organisation to support the provision of best practice services. Integrated Business software that will provide business planning, coordination and reporting provisions for the organisation to improve the reporting requirements to Council and the community has been implemented across the organisation. The software is also being utilised for developing departmental Business Plans that deliver on the identified Goals, Objectives and Strategies contained within the Council Plan and the responsibilities identified in the Organisational Transition Plan. The development of an agenda management system has been completed and was rolled out to the organisation for implementation from 01 July 2013. An Integrated Project Management solution has been implemented for use in the 2014-15 budget process. Work continues in identifying and investigating options that will enable continuous improvement in service delivery across the organisation and to the community.	31/10/2017
5.1.2.5 Adopt and implement the Community Engagement Strategy.	In Progress	The Community Engagement Strategy was adopted on 7 July 2009 and supports Council's Community Development Framework was adopted on 16 November 2010. This Strategy will be reviewed in 2015.	31/10/2017

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Strategy: 5.1.3 Implement a "Citizen first" commitment to the delivery of our services.			
5.1.3.5 Review and update Council's "Customer First" commitment.	In Progress	As a continuation of the organisational scan and reorganisation that has taken place strategies are being reviewed with a focus on strengthening our Citizen Services relationships across the whole of organisation. The values are to be developed for the organisation. Value ambassadors (to be appointed) will develop a charter.	31/10/2017



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Strategy: 5.1.4 Increase the use of social media to enhance community engagement and discussion.			
5.1.4.1 Maintain social media networks across key program areas - 2013/14 - KidsTown, Aquamoves and Get Mooving Greater Shepparton	Ongoing	KidsTown, Aquamoves and Get Mooving Greater Shepparton all have social networking sites and are currently the 3 of the top 4 'liked' sites across Council	31/10/2017

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Strategy: 5.2.1 Work with Strathbogie and Moira Shires to improve service delivery to our respective communities via the Goulburn Valley Regional Collaborative Alliance.			
5.2.1.1 Identify at least one Key Project opportunity to work as lead with the Goulburn Valley Regional Collaborative Alliance on	Ongoing	Alliance formed and is examining a number of projects including service planning which is underway in both Municipalities, a joint legal services contract has been let, GSCC includes Strathbogie Shire Council in its Learning and Development program, and procurement guidelines have been made consistent between both Councils. The Alliance was successful in obtaining a \$450,000 grant from the Federal Government for bridge assets	31/10/2017
5.2.1.2 Complete the Hume Regional Growth Plan	Completed	Hume Regional Growth Plan adopted by Council.	31/10/2017

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<i>Individual Key Responsibilities</i>	<i>STATUS</i>	<i>PROGRESS COMMENTS</i>	<i>COMP DATE</i>
Strategy: 5.2.2 Proactively lobby politicians and the Local Government Sector for support in the delivery of services to our community.			
5.2.2.1 Engage Victorian and Australian politicians in the pursuit of community priorities.	Ongoing	<p>Council continues to take opportunities to meet with both Federal and State Politicians in various locations to ensure that the region's interests on numerous issues are continually reviewed. Visits to the region enable Ministers to review first hand the issues facing our region.</p> <p>Council continues to host regular Ministerial visits and in the last 9 months has had visits from Premier Napthine, Deputy Premier Ryan, Ministers Powell, Walsh, Lovell, Dixon, Northe, Davis, Mulder and MLC Damian Drum. A visit was also made by the the Federal Minister Keenan and state opposition spokesperson Donellan. Since the November State Election Ministers Hutchins, Pulford, Scott have visited Shepparton. Discussions have also been held with J. Symes MLC, and the Opposition Leader Guy. Discussions are ongoing with our Local Members The Hon Sharman Stone, The Hon Wendy Lovell MLC and Suzanna Sheed MP.</p>	31/10/2017



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Strategy: 5.2.3 Seek opportunities for partnerships with the non-government sector to support Greater Shepparton in the delivery of services to our community.			
5.2.3.2 Continue to demonstrate our capacity to effectively deliver programs and activities in partnership with other levels of government.	Ongoing	Council has received numerous government grants to deliver both operating programs and capital works. Officers continue to negotiate with various government departments and agencies in relation to ongoing funding opportunities and other partnerships. Work is currently being undertaken internally to identify the projects that will be a Council priority should funding be announced.	31/10/2017
5.2.3.3 Continue to promote Greater Shepparton as an important regional centre, with the capacity to support significant population growth.	Ongoing	Submission submitted to 'Plan Melbourne' and Make Shepparton Greater Campaign launched on 7 March 2014.	31/10/2017

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Strategy: 5.2.5 Continue to advocate for improved levels of support from Federal and State Government.			
5.2.5.1 Seek out opportunities for improved levels of support from governments.	In Progress	Opportunities taken at meetings and other functions to engage politicians and senior staff at all government levels to present Shepparton's case for improved support. "Make Shepparton Greater Campaign launched on 7 March 2014.	31/10/2017

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Individual Key Responsibilities	STATUS	PROGRESS COMMENTS	COMP DATE
Strategy: 5.3.2 Develop and review annually Councils long term financial plan (10 year).			
5.3.2.1 (KSA) Maintain sufficient working capital to sustain operations by achieving and actual working capital ratio for 2013/14 greater than the adopted 2013/14 budget.	Completed	Working Capital at 30 June 2014 - \$28.2M compared to a budget of \$10.3M. The working capital ratio was 2.2:1 (Actual) compared to 1.54:1 (Budget)	31/10/2017
5.3.2.10 Undertake an annual review of Council's long term financial plan	Completed	Strategic Resource Plan 2014/2015 to 2017/2018 (including long term financial plan) was adopted by Council 24 June 2014.	31/10/2017
5.3.2.12 Develop Council's 10 year capital works program	In Progress	Executive wil review in March 2015	30/06/2017
5.3.2.2 (KSA) Through responsible management of resources in the delivery of Council services achieve an Actual Operating surplus for 2013/14 greater than the 2013/14 budget.	Completed	Result from audited financial statements for 13/14 - Budgeted Op Result = (\$1,434,000) - Deficit Actual Op Result = (\$297,715) - Deficit Achieved an actual operating result \$1,136,285 (79%) better than budget.	31/10/2017

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Strategy: 5.3.3 Develop and adopt a comprehensive Strategic Resource Plan which contains strategic direction for the management of the resources for council.			
5.3.3.3 Undertake an annual review of the Strategic Resource Plan 2013-2023	Completed	Update to Strategic Resource Plan completed. SRP 2014/2015 to 2017/2018 was adopted by Council on 24 June 2014.	31/10/2017
5.3.3.4 Review the Greater Shepparton 2030 Strategy.	In Progress	Greater Shepparton 2030 review programmed for commencement in last qrt 2015.	31/10/2017

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Strategy: 5.3.4 Complete a Workforce Development Plan which will enable GSCC to become an employer of choice.			
5.3.4.39 Continue to implement our strategic human resources plan and recognise the value of our staff.	Completed	Ongoing delivery of support to the organisation is being provided to assist in the transition to the new establishment. Support ongoing in relation to the provision of organisational learning to ensure staff are well supported across the organisation . Development of the People Performance Strategy which outlines the past 18 months of progress, alignment to the Transition Management Plan and set a direction for the future , including the implementation and roll out of the Hermann Whole Brain Model and the HBDI Instrument for Directors, Senior Leaders and all staff over the next 12 months to 2 years.	31/10/2017
5.3.4.40 Encourage and provide training opportunities for councillors and staff to increase their knowledge and skills.	Completed	Training has been undertaken as part of the induction program for councillors following the Local Government Elections which was dependant on availability. Corporate training continues to be provided. Mandatory training continues to be delivered and added to the ongoing training delivery program.	31/10/2017

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Strategy: 5.3.5 Develop and adopt best practice project management principles including asset investment guidelines which will guide Council investment in existing and new assets.			
5.3.5.5 Implement the Project Assessment model.	In Progress	For Council Approval at May 2015 OCM	30/06/2017

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Strategy: 5.3.6 Commence implementation of the 2013 Information, Communications and Technology (ICT) Management Strategy.			
5.3.6.12 Implement 2013/14 ICT Strategy initiatives	Completed	Application Governance Framework established. Development needs of core systems have been confirmed and prioritised with key users for 2014.	31/10/2017
5.3.6.17 Undertake an annual review of Council's ICT Strategy	Completed	A review of the ICT Strategy was undertaken as part of the 2014/15 proposed budget process.	31/10/2017

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Strategy: 5.3.8 Implement the approved recommendations from the Greater Shepparton 2013 Rating Review.			
5.3.8.1 Commence implementation of the Rating Strategy 2013-2017	Completed	Implementation has been commenced. Year 2 of phased implementation of redistribution of rating differentials as per the Rating Strategy 2013-2017 has been incorporated into the Draft 2014/2015 budget. Recommendations from Rating Strategy Reference Group incorporated into the Rating Strategy 2013-2017 are being progressively completed such as the Rates Rebate for Retail Land Occupied by Charitable Organisations Policy which was adopted by Council in May 2014.	31/10/2017
5.3.8.2 Implement the State Government Fire Services Property Levy	Completed	State Government Fire Services Property Levy totalling approximately \$6.5 million included as a separate charge on the Council's rates notice. Amount collected each quarter is passed on to the State Government. The fourth instalment remittance was processed late June 2014.	31/10/2017

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