

ATTACHMENT TO AGENDA ITEM

Ordinary Meeting

17 November 2015

Agenda Item 5.2 Council Plan Progress Report

**Attachment 1 Council Plan Progress Report - September 2015 Quarter
Report 78**



Greater Shepparton City Council

Specialist Plan Progress Report
Period: 01/07/15 - 30/09/15
Quarter: September

Council Plan 2013-17



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Council Plan 2013/17 Progress Report

Greater Shepparton City Council

Council Plan Structure

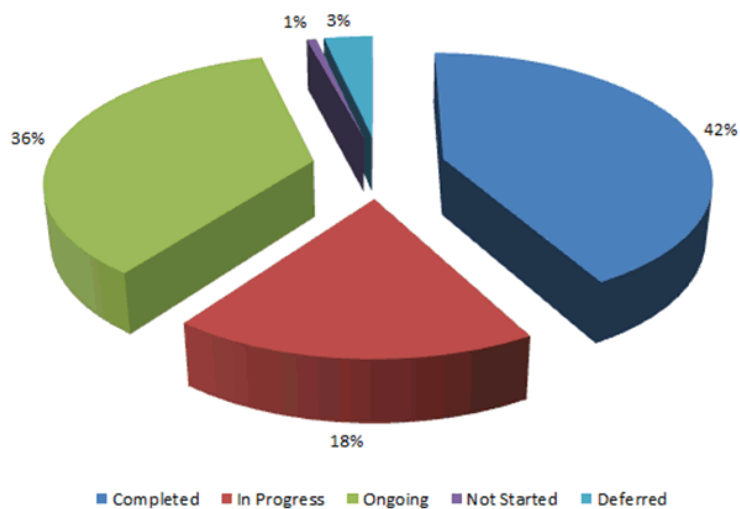
- 5 Pillars
- 16 Objectives
- 96 Strategies
 - 143 Actions relating to Strategies

Key Strategic Activities

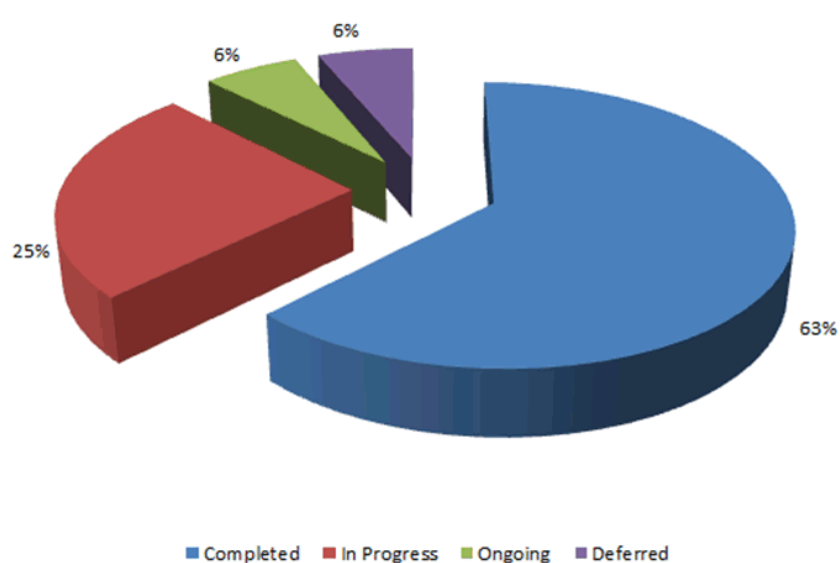
16 Key Strategic Activities identified in the Council Plan 2013/17

- 10 Completed
- 4 Ongoing in nature
- 1 in Progress (85% completed)
- 1 Deferred until January 2016

Action Progress



Key Strategic Activities Progress



Council Plan 2013/17 Progress Report

Greater Shepparton City Council

Individual Key Responsibilities	Status	Progress Comments	COMP DATE
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	Two plans - one Locality (Arcadia) and one Neighbourhood plan (Kialla Lakes) completed in 2014-2015. Consultation for the development of a Neighbourhood Plan at Shepparton East and a Locality Plan for St Georges Road, Shepparton have commenced.	30/06/2016
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		30/06/2016
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.	Ongoing	The Community Engagement Survey is carried out by JWS Research on behalf of the Department of Environment, Land, Water and Planning. The Survey is completed in February and March annually with the Report being received in late June 2015. This year our Community Engagement and Satisfaction Rating was 58. The 2015/16 survey will be conducted in February / March 2016 with results to be received in late June 2016.	30/06/2016
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	Ongoing	Activities in the Park delivered from October 2015 - March 2016 in partnership with 13 internal council departments, 41 community/corporate organisations, 3 media partners and 5 external sponsors. Walk to School Day delivered in partnership with VicHealth throughout October including the Pedometer Challenge	30/06/2016
1.1.4.2 Monitor and appropriately support the provision of adequate quality children's services.	Ongoing	The developing role of quality assurance officer is strongly supporting this process. All services achieved "Meeting Standard" in their first Assessment and rating visit under the new National Quality Framework. Three services achieved "Exceeding Standard". We aim for all services to exceed standard by 2020. All services will be rated at least one in this time period.	30/06/2016
Strategy: 1.2.1 Develop an Education Strategy that includes the principles of lifelong learning.			
1.2.1.1 (KSA) Develop a Tertiary Education Strategy adopted by Council.	Deferred	This action has been deferred pending the Economic Development, Tourism and Events Strategy being completed.	30/06/2016
1.2.1.2 Continue to work with education providers to increase the range of locally available education options and promote life long learning.	Ongoing	The Education Roundtable is an ongoing function with guidance being provided by the Economic Development, Tourism and Events Strategy. The Manager Investment Attraction has been appointed to the Latrobe University Regional Advisory Board and is also working with GOTAFE on the development of a Jobs and Skills Centre	30/06/2016

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Individual Key Responsibilities	Status	Progress Comments	COMP DATE
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	In Progress	The Shepparton Art Museum provides school holiday arts programs throughout the year.	30/06/2016
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.	Completed	This action is a part of the Economic Development, Tourism and Events Strategy.	30/06/2016
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		30/06/2016
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	The Greater Shepparton Safer Community Advisory Committee completed the development of the new Greater Shepparton Community Safety Strategy and Action Plan 2015-2017 this was endorsed by Council in December 2014. The CCTV network has been operational for 12 months and has been successfully integrated with the Night Life Radio Network. Council continues to support Cool Heads driver education program, Street Rider, Community Safety Month, ICE Forum in partnership with Word and Mouth and Victoria Police and the development of Community Safety Flags.	30/06/2016
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		30/06/2016
1.3.3.2 Work with all relevant agencies to promote the Community Safety Plan objectives and activities.	Completed		30/06/2016

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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.	Ongoing	All GSCC kindergarten currently offer 15 hours of kindergarten to each eligible child in the year before they attend primary school. Ongoing Commonwealth funding beyond December 2016 is uncertain. Due to operational costs this will have a significant impact on the ability to maintain this service level post 2016. Enquiries have been made through the MAV regarding this issue, however it is not anticipated that any news will be forthcoming until the federal government budget in May 2016.	30/06/2016
1.3.4.2 Implement the identified outcomes and objectives from the adopted UAIP.	Ongoing	Recent outcomes of the Universal Access and Inclusion Plan include: - Development of Events Advisory Kit - Portable hearing loops purchased to be used at Council events and activities - Portable ramps available free to loan to the community to make events and facilities more accessible. - Communication Boards are accessible at Council's Customer Service areas.	30/06/2016
1.3.4.3 (KSA) Develop a new Universal Access and Inclusion Plan.	Completed		30/06/2016
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 2009-14 was completed in 2014. Highlights of the strategy include: • Development of the Positive Ageing Advisory Committee • Development of a wallet size seniors directory • Celebration of Seniors Month in October . The development of a new Positive Ageing Action Plan is in progress with the Greater Shepparton Positive Ageing Advisory Committee.	30/06/2016
Strategy: 1.3.6 Continue to support the ongoing planning and resourcing of Emergency Management.			
1.3.6.2 Review and update the Emergency Management Plan annually to ensure its ongoing relevance.	In Progress	The MEMP needs a full review this year. This process has commenced and progress will be reported to the GS MEMP committee.	30/06/2016

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Individual Key Responsibilities	Status	Progress Comments	COMP DATE
Strategy: 1.3.7 Continue to implement the Early Years Plan objectives.			
1.3.7.1 Implement the Early Years Plan outcomes and objectives. 1. All children enjoy a healthy start to life 2. All children are supported to become confident learners 3. Greater Shepparton - a child and family friendly community 4. Collaborative planning and service development	Ongoing	The 2015-2019 Best Start Early Years Plan was adopted unanimously at the October Council Meeting. The outcomes identified are in large part carried on from the previous plan. The nature of the outcomes is such that they will be achieved over long term concentration on positive influencing factors. One of the key features of the new plan is the "Developing Language in Early Childhood Settings" training which has been developed locally. This training has completed the piloting stage and is now being offered to early childhood services in a variety of delivery methods to meet the needs of early childhood professionals. This program has the strongest links Outcome 2: Every child is supported to become a confident learner.	30/06/2016
Strategy: 1.3.8 Develop, adopt and implement the Greater Shepparton City Council Municipal Health and Wellbeing Action Plan.			
1.3.8.1 Get Mooving 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.	30/06/2016
1.3.8.3 Implement the Municipal Public Health Plan.	Ongoing	Achievements of the annual action plan include: - Active participation in events that promote Family Violence Prevention models - The development of an app to locate Breastfeeding Friendly locations - Launch of the 'My Health' booklet - Provision of annual 'GV Rural Health Careers Forum' to promote health career choices to secondary school students - Launch of the Multi-Lingual Information Line (MILS) November 2014	30/06/2016
1.3.8.4 Pursue the highest standard of accessibility and inclusion for all services and activities.	Ongoing	Recent outcomes of the Universal Access and Inclusion Plan include: - Development of Events Advisory Kit - Portable hearing loops purchased to be used at Council events and activities - Portable ramps available free to loan to the community to make events and facilities more accessible. - Communication Boards are accessible at Council's Customer Service areas. Council's Universal Access and Inclusion Officer is a part of many Council cross functional working groups to ensure that access for all is considered in all parts of Council services and capital projects.	30/06/2016

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Individual Key Responsibilities	Status	Progress Comments	COMP DATE
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.	In Progress	Council officer and a Councillor attend GV Library board meetings during the year and contribute to all strategic planning.	30/06/2016
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		30/06/2016
Strategy: 1.4.4 Monitor and appropriately support the provision of quality services within the municipality.			
1.4.4.19 Support and encourage opportunities for constructive and productive youth engagement.	Ongoing	The inclusion of Word and Mouth as a Children's and Youth Services branch will develop further links in the youth sector and enable the adoption of multiple agency functions. The current priority for this shift is the assimilation of W&M events, objectives and plans with the GSCC Youth action and Strategy Plan and the commitment to maintain W&M's objective - for young people by young people	30/06/2016
1.4.4.2 Annual visitation across Aquamoves, Outdoor Pools, Sports Stadiums, KidsTown and Healthy Communities Programs exceeds 650,000 visits	Ongoing	Visitation for 2014/15 achieved the 650,000 target and visitation for 2015/16 is well on its way to achieving this target again.	30/06/2016
1.4.4.21 Implement Domestic Wastewater Management.	Deferred	Review of the Domestic Wastewater Management Plan is due for completion in June 2016.	30/06/2016
1.4.4.22 Implement Food Safety Management Strategy.	Completed		30/06/2016
1.4.4.23 Complete the Katandra West Community Plan to establish the priority of the Community Centre. Present to Council for endorsement	Completed		30/06/2016
1.4.4.40 Report to Council on the priority strategic program for public toilets	Completed		30/06/2016
1.4.4.99 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	All maintenance programs derived from Condition data gathered by inspectors along with customer complaint reporting. Monthly reporting against service level targets in place.	30/06/2016

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Individual Key Responsibilities	Status	Progress Comments	COMP DATE
Strategy: 1.4.5 Continue to implement the Domestic Animal Management Plan			
1.4.5.1 Implement Domestic Animal Management Plan 2013-2017 initiatives	In Progress	This is an ongoing activity numerous activities already undertaken. Report to Council at December Council Meeting.	30/06/2016
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	Council continues to support the work experience program with the Academy Sport Health and Education.	30/06/2016
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	Council continues to partner with local aboriginal organisations to support, identify and preserve their culture. Council provides support to Unity Cup, Sorry Day, Reconciliation Week and NAIDOC week. At large events and festivals, Council engages traditional owners to perform a Welcome to Country.	30/06/2016
1.5.2.2 Ensure Council activities support and enhance its reputation for cultural harmony and inclusiveness.	Ongoing	Over 4,000 people attended the Emerge Festival in 2015. As a part of the In Your Town program Ciao was presented at the Shepparton Italian Social Club, attracting audiences that otherwise would not have experienced the event if it was held within the Eastbank Centre or WestSide PAC. Grace Barbe – The Afro Sound of the Seychelles for a colourful and intimate fusion of tropical island rhythms and African percussion. Riverlinks continues to work with Multicultural Arts Victoria to deliver the engage project to CALD communities, with the CALD communities being involved in selecting and programming accessible performances for the community. The 2012-2015 Cultural Diversity and Inclusion Strategy has been finalised. Consultation has commenced for the new Cultural Diversity and Inclusion Strategy 2015-2018. Implementation of the Multilingual Information Line Service in December.	30/06/2016
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 2012-2015 Cultural Diversity and Inclusion Strategy has been finalised. Consultation has commenced for the new Cultural Diversity and Inclusion Strategy 2015-2018. Implementation of the Multilingual Information Line Service in December.	30/06/2016

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Individual Key Responsibilities	Status	Progress Comments	COMP DATE
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	Over 4,000 people attended the Emerge Festival in 2015. Other cultural celebrations included: <ul style="list-style-type: none"> • Apology Day • Sorry Day • Reconciliation Week • NAIDOC Week • Cultural Diversity Week • Refugee Week • Harmony Day 	30/06/2016
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	Numerous programs and projects underway for the 2015/16 year.	30/06/2016
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	The Sidney Myer Ceramics award was announced in August 2015 and the Exhibition of the finalists presented at SAM.	30/06/2016
Strategy: 1.6.3 Renew and implement the Arts and Culture strategy (which includes public art).			
1.6.3.1 Develop a comprehensive Arts and Culture Strategy and Policy for Greater Shepparton and pursue implementation of any identified outcomes.	In Progress	Looking to combine into the Current Economic Development, Tourism and Events Strategic Plan	30/06/2016
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		30/06/2016

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Individual Key Responsibilities	Status	Progress Comments	COMP DATE
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		30/06/2016
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	In Progress	The feasibility study and Business case are complete. The Project Board to further this project has commenced meeting, adopted the terms of reference and managing 4 task areas.	30/06/2016
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		30/06/2016
2.1.1.2 Continue to implement the Sustainable Water use Plan and Stormwater Management Plan.	In Progress	Sustainable Water Use Plan scheduled for adoption in the first quarter of 2016. In relation to the Stormwater Management Plan Council has co funded the Stormwater Education Officer; support of water week and monthly water quality testing at 6 sites.	30/06/2016
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		30/06/2016
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.	Completed	Promotion of Yorta Yorta and Rumbalara Aboriginal groups park management roles are supported through representatives on the RiverConnect Implementation Advisory Committee. Council discussions with Yorta Yorta regarding Yorta Yorta language on interpretive signage at Boulevard Bush Reserve.	30/06/2016
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.	Completed	The Shepparton Regional and Lower Goulburn National Park have been created.	30/06/2016

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Individual Key Responsibilities	Status	Progress Comments	COMP DATE
2.1.3.4 Support the RiverConnect project with financial and political resources.	Completed	Council has committed funds for the 2015/16 financial year.	30/06/2016
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.	In Progress	Both committees meeting with and complying with the requirements of legislation and the Emergency Management Manual Victoria.	30/06/2016
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.	30/06/2016
2.1.5.2 Work with the Irrigation Technologies Cluster and industry to promote on-farm efficiencies through irrigation technologies.	Ongoing	This is an ongoing process with the irrigation and agriculture industry. There are regular discussion with all parties about technology improvements and how Council can assist with adoption or implementation.	30/06/2016
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	Ongoing	Adoption of the Environmental Sustainability Strategy was achieved in July 2014. Operational budget bids have been submitted for 2014/15 and 2015/16 financial year with the following projects currently underway. - Review of the Roadside Management Strategy - Energy Reduction Plan - Native Vegetation Offset Management Plan	30/06/2016
2.1.6.2 Prepare and present the Environmental Sustainability Strategy to Council for adoption.	Completed		30/06/2016

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Individual Key Responsibilities	Status	Progress Comments	COMP DATE
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.	Completed	Project is now complete and handover over to operational staff	30/06/2016
2.1.7.3 Promote and support community solar projects.	Ongoing	As per action 3.3.1 of Environmental Sustainability Strategy council is currently working with the Tatura Energy Group to investigate the implementation of a 1MW solar power plant for the Tatura area. The group is working on funding opportunities for a feasibility study.	30/06/2016
2.1.7.4 Pursue renewable energy objectives and work towards the assessment of all Council sites to become more energy efficient.	Completed	Energy Reduction Plan - changes being made to final draft. Plan outlines objectives for council. Energy audit undertaken for Welsford St complex. Working with consultant on the final audit.	30/06/2016
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	Completed	This action is being implemented through the Environmental Sustainability Strategy.	30/06/2016
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	detailed design is yet to commence however initial planning has commenced - procurement plan underway. subject to works approval.	30/06/2016
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		30/06/2016

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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	As per actions from the Environmental Sustainability Strategy Council has embarked on the following opportunities to reduce greenhouse emissions: - Watts Working Better Street Lighting 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 - provides strategic direction for energy reduction and ensure resources we have are being used in the most efficient way. Plan being finalised before presentation to council. - Energy audit conducted at Welsford St complex. Feedback from staff is being included in the final plan	30/06/2016
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.	Ongoing	Currently working with the State Government on a range of business growth and increased employment initiatives. There will be further actions coming from the Economic Development, Tourism and Events Strategy.	30/06/2016
3.1.1.2 Continue to implement the recommendations of the Economic Development Strategy.	In Progress	This Strategy is currently under review. The draft will be available for discussion in the first quarter of 2016.	30/06/2016
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 DEDJTR to attract new businesses to the region. In particular, working with three significant food manufacturing businesses.	30/06/2016
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.	Completed		30/06/2016
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.	Completed	This analysis has been included in the development of the Economic Development, Tourism and Events Strategy.	30/06/2016

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3.1.3.2 Work with "Foodbowl Unlimited" to promote further agricultural development, growth and investment.	Ongoing	Council Officers have obtained membership to AusVeg to assist with the attraction of growers from Werribee South and Bacchus Marsh to the Greater Shepparton area.	30/06/2016
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.	Ongoing	As per action 3.3.1 of the Environmental Sustainability Strategy council continues to work with relevant stakeholders in relation to renewable energy based industries.	30/06/2016
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.	Completed	Council resolved to postpone development of the Goulburn Valley Freight Logistics Centre at the April Council meeting (15 April 2014). Signage has been placed at the location and Development will not occur until an investor is secured. Active marketing will commence once funds are committed to the Goulburn Valley Bypass.	30/06/2016
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.	Completed	Council resolved to postpone development of the Goulburn Valley Freight Logistics Centre at the April Council meeting (15 April 2014). Signage has been placed at the location and Development will not occur until an investor is secured. Active marketing will commence once funds are committed to the Goulburn Valley Bypass.	30/06/2016
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		30/06/2016
3.1.7.2 Develop a council advocacy campaign promoting Shepparton as the regional capital in the leadup to the 2014 state election.	Completed		30/06/2016
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		30/06/2016
3.2.1.2 Continue implementation of CBD Strategy recommendations with a priority on CBD parking.	In Progress	Specification for an Active Transport Strategy is being developed and will incorporate CBD parking requirements. Strategy expected by June 2016.	30/06/2016

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3.2.1.5 Report to Council to adopt a Shepparton Retail Strategy	Completed	The Draft Commercial Activity Centre Strategy has been adopted for public comment. The final version will be presented to Council incorporating any public feedback. Actions specific to retail will come from the Economic Development, Tourism and Events Strategy currently being developed.	30/06/2016
Strategy: 3.2.2 Develop, adopt and commence implementation of a Retail Strategy.			
3.2.2.1 (KSA) Retail Strategy adopted by Council.	Completed	The Draft Commercial Activity Centre Strategy has been adopted for public comment. The final version will be presented to Council incorporating any public feedback. Guidance on retail strategy is being provided by the Commercial Activity Centre and the Economic Development, Tourism and Events Strategy.	30/06/2016
3.2.2.2 Encourage greater retail diversity.	Ongoing	Investment Attraction is proactively seeking businesses to fill identified gaps in the retail market. The Economic Development, Tourism and Events Strategy will further inform of the current situation in relation to retail gaps.	30/06/2016
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		30/06/2016
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.	Completed	The Wayfinding signage has been completed with signs installed at the Railway Station, Mall and Victoria Park precinct. Parking signage will be determined as a part of the Parking Strategy currently being developed.	30/06/2016
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		30/06/2016
3.3.1.3 Continue to expand regional tennis complex facilities at the Shepparton Sports Precinct.	In Progress	Works to improve the access and infrastructure surrounding the tennis facility is part of the current Sports precinct works	30/06/2016
3.3.1.4 Continue to progress the sports decentralisation project.	Completed		30/06/2016

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Individual Key Responsibilities	Status	Progress Comments	COMP DATE
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 relationships with at least two state level or equivalent organisations that supports enabling opportunities for hosting major events	Completed	Relationships exist with BMX Australia, Cycling Victoria and Tennis Australia. These events have had significant economic impact on our area, increasing visitation significantly.	30/06/2016
3.3.2.2 Promote the quality of local arts and cultural activities and events.	Ongoing	St Georges Road Food Festival was held in September showcasing cultural activities, art and craft, music and food with over 3,500 attendees. Council continues to work with the Shepparton Festival, planning the Emerge Festival for March 2016.	30/06/2016
Strategy: 3.3.3 Continue the development of the Shepparton North sporting precinct.			
3.3.3.4 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	Contracts for the construction of the Community football complex have been awarded and works have started. Works to be finished by end of Feb	30/06/2016
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.	Ongoing	minor works for developing the site are continuing	30/06/2016
3.3.4.2 Continue to implement master plans prepared for recreation reserves and sports facilities.	Ongoing	currently working on completion of McLennan street and Tat park and whole of sport plans	30/06/2016
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	Destination branch has been developed and is currently being refined prior to presentation to Councillors. To be completed by February 2016.	30/06/2016
3.3.5.2 Continue to increase the breadth and quality of major events held throughout Greater Shepparton.	Completed		30/06/2016
3.3.5.3 Review the tourism and major events strategy.	In Progress	This action will be completed in November as a part of the Economic Development, Tourism and Events Strategy.	30/06/2016
3.3.5.4 Undertake a feasibility study for the development of a new Visitor Information Centre.	Deferred	The Feasibility Study has now been incorporated into the Shepparton Art Museum development. The Manager Investment Attraction is involved in the Build SAM Project Board.	30/06/2016

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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.	Completed	The grassed arena is now complete along with the temporary toilet facilities which were completed last financial year. Council is now well placed to attract more diverse events to the facility.	30/06/2016
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		30/06/2016
Strategy: 3.3.8 Continue to develop Aquamoves and environs (including the carpark) as a regional aquatic and water park facility.			
3.3.8.8 Seek additional funding from other levels of government to progress the Aquamoves Masterplan, with a priority on car parking	In Progress	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, splash park and associated support infrastructure. \$1.5m was secured in additional funding from the state government to support these developments. A number of unsuccessful submissions have been made via Federal government grants programs to provide funding assistance for the car park over the previous three year. Council has now funded the project itself and the upgrade of the carpark is currently underway.	30/06/2016
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.	Ongoing	review of masterplan currently underway. This will guide all future works at the VPL precinct	30/06/2016
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.	Completed	Action from RiverConnect Strategic Plan - 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 Victoria, DELWP and internal Council Departments	30/06/2016

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4.1.2.3 Continue to support the Friends of the Australian Botanic Gardens Shepparton committee.	Ongoing	Continuing to work with ABGS committee to support the development	30/06/2016
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	Currently finalising draft masterplans for Tat park	30/06/2016
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		30/06/2016
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		30/06/2016
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	Council has been actively lobbying the Federal and State Governments on the advantages of the foodbowl route. The Route presents numerous advantages including shorter distance, double stacking capability, shorter transit times and much greater anticipated volumes as identified in the Deloitte report commissioned by the Department of Infrastructure. A delegation from Council went to Canberra in June 2015 to continue lobbying.	30/06/2016
4.2.3.2 Continue to lobby for the Melbourne to Brisbane inland rail route to be constructed along the "Foodbowl Rail Alignment".	Ongoing	Council continues to advocate for the inland rail project, including providing input into the MBIRA submission to the Federal Government.	30/06/2016
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		30/06/2016

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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	There have been numerous visits to Greater Shepparton since July 2015 from State Government Ministers and Shadow Ministers where key infrastructure projects have been presented and promoted.	30/06/2016
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.	Deferred	VicRoads is the agency taking responsibility for this outcome.	30/06/2016
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.	Ongoing		30/06/2016
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.	Not Started	VicRoads is the primary agency responsible for this outcome.	30/06/2016
Strategy: 4.2.7 Continue to develop plans for and commence implementation of streetscapes and town entrances.			
4.2.7.1 Continue the program of small town entry landscaping and signage works.	Ongoing	Currently finalising program for implementation of small town entry signage	30/06/2016
4.2.7.4 Work with VicRoads to deliver the agreed landscaping strategy for Numurkah Road, Shepparton.	Completed		30/06/2017
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		30/06/2016
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.			

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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	There have been numerous visits to Greater Shepparton since July 2015 from State Government Ministers and Shadow Ministers where key infrastructure projects have been presented and promoted.	30/06/2016
Strategy: 4.3.1 Review councils Municipal Strategic Statement.			
4.3.1.1 Review Municipal Strategic Statement.	Completed		30/06/2016
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.	Completed		30/06/2016
Strategy: 4.3.3 Continue to develop structure plans for our growth corridors.			
4.3.3.1 Commence Shepparton East Interface investigation	Deferred	Flood study in the area still being undertaken by the Catchment Management Authority. No date of completion known.	30/06/2016
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.	30/06/2016
4.3.3.3 Finalise the integrated planning framework to promote a triple bottom line approach to decision making.	Completed		30/06/2016
4.3.3.4 Implement recommendations from the Council's adopted Housing Strategy.	Completed		30/06/2016
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.	30/06/2016

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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		30/06/2016
5.1.1.2 Adequately support and resource community engagement activities.	Ongoing	Continuing to support Council Departments to delivery community engagement strategies. Council delivered over 200 community engagement activities throughout 2014/15 financial year.	30/06/2016
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.	Ongoing	All contracts are now debated in an open meeting to ensure transparency. There are continual discussions with the Executive team and Councillors where required on ensuring transparency and accountability of Councillors and the decisions they make. This matter will also be ongoing.	30/06/2016
5.1.2.2 Adopt and implement the Community Engagement Strategy.	In Progress	Continuing to support Council Departments to delivery community engagement strategies.	30/06/2016
Strategy: 5.1.3 Implement a "Citizen first" commitment to the delivery of our services.			
5.1.3.1 Review and update Council's "Customer First" commitment.	In Progress	Review and update of charter will commence after appointment of Team Leader. Team Leader due to commence in late November with review to be undertaken in January. Research of other customer charters has commenced.	30/06/2016
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	Completed		30/06/2016
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	Greater Shepparton City Council and Strathbogie Shire Council launched the Goulburn Valley Regional Collaborative Alliance on 3 September 2014. The Collaborative Alliance aims to achieve real savings across both Councils by sharing services and resources wherever possible. The first collaborative project was the 'Graders without borders'. Since then there have been numerous other projects including legal services, service planning, grading and bridges with a number of other projects currently being developed.	30/06/2016
5.2.1.2 Complete the Hume Regional Growth Plan	Completed		30/06/2016

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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	There have been numerous visits to Greater Shepparton since July 2015 from State Government Ministers and Shadow Ministers where key infrastructure projects have been presented and promoted. Other visits throughout the year are also being scheduled.	30/06/2016
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	There have been numerous visits to Greater Shepparton since July 2015 from State Government Ministers and Shadow Ministers where key infrastructure projects have been presented and promoted. Other visits throughout the year are also being scheduled. There are also regular meetings with grant bodies at both state and federal level along with a close working relationship with Regional Development Victoria.	30/06/2016
5.2.3.3 Continue to promote Greater Shepparton as an important regional centre, with the capacity to support significant population growth.	Ongoing	There have been numerous visits to Greater Shepparton since July 2015 from State Government Ministers and Shadow Ministers where key infrastructure projects have been presented and promoted. Other visits throughout the year are also being scheduled. There are also regular meetings with grant bodies at both state and federal level along with a close working relationship with Regional Development Victoria. Council also has the "Great Things Happen Here" campaign underway promoting the Greater Shepparton area.	30/06/2016
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.	Ongoing	There have been numerous visits to Greater Shepparton since July 2015 from State Government Ministers and Shadow Ministers where key infrastructure projects have been presented and promoted. Other visits throughout the year are also being scheduled. There are also regular meetings with grant bodies at both state and federal level along with a close working relationship with Regional Development Victoria. Council works with the respective bodies to ensure that grants and subsidies are applied for on a case-by-case basis. It also works closely with industry lobby groups to ensure a united approach is achieved.	30/06/2016
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		30/06/2016

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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		30/06/2016
5.3.2.3 Undertake an annual review of Council's long term financial plan	In Progress	Awaiting the finalisation of the Rate Capping Framework due for implementation in 2016/2017. Review of LTFP will be undertaken in 2nd and 3rd quarters of 2015/2016 as part of annual budget development process.	30/06/2016
5.3.2.4 Develop Council's 10 year capital works program	In Progress	Capital Works for 2015/16 year are now underway. Capital bids for 2016/17, 2017/18 and 2018/19 are currently being prepared and reviewed. The Service Planning project has also provided data for the long term vision of capital projects.	30/06/2016
Strategy: 5.3.3 Develop and adopt a comprehensive Strategic Resource Plan which contains strategic direction for the management of the resources for council.			
5.3.3.2 Undertake an annual review of the Strategic Resource Plan 2013-2023	In Progress	Proposed format for 2016/2017 update has been endorsed by the Executive. Review of the Strategic Resource Plan will be undertaken in 2nd and 3rd quarters of 2015/2016. The Local Government Act requires the annual update to be adopted by Council before 30 June each year.	30/06/2016
5.3.3.3 Review the Greater Shepparton 2030 Strategy.	In Progress	Greater Shepparton 2030 review programmed for commencement in last quarter 2015.	30/06/2016
Strategy: 5.3.4 Complete a Workforce Development Plan which will enable GSCC to become an employer of choice.			
5.3.4.1 Continue to implement our strategic human resources plan and recognise the value of our staff.	Ongoing	<p>We have developed a People Performance Strategy, this was adopted by Council in 2014.</p> <p>The areas of the People Performance Strategy include:</p> <ul style="list-style-type: none"> • Workforce Planning • Cultural Change • Learning Organisation • Learning and Development Strategy • Staff Numbers • Building our Workforce Plan • Review of Policies and Procedures • Strategic Recruitment • Succession Planning • Talent Management • Performance Management 	30/06/2016

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		<ul style="list-style-type: none"> • Managing Employee Performance • Recognition Awards/Good to Great • Whole Brain Thinking Model and HBDI • Early Intervention and proactive Occupational Health and Safety 	
		<p>Strategic Recruitment - A focus of the change process was the requirement of Directors/Managers to prepare a Job Analysis / Business Case for all vacant positions prior to any recruitment taking place. A freeze is placed on recruitment (an exception for urgent positions that were assessed on a case by case basis) and if the Job Analysis / Business Case is approved, recruitment for these positions will take place.</p>	
		<p>This was an important part of the strategic human resource management focus which has been introduced over the last eighteen months.</p>	
		<p>The Job Analysis is developed by Managers to assess the justification of the position to be filled after vacancy or for a new position, as it is an opportune time to think about how you might reallocate or recombine duties and responsibilities in order to make better use of the rest of the team's skills and abilities and to accommodate any other employee's desires to take on additional or different duties or responsibilities</p>	
		<p>The document enables the CEO to approve the resources and to analyse the rationale for the position and for an informed decision to be made as to whether or not to fill the vacancy.</p>	
		<p>A Job Analysis / Business Case is required to be completed for all roles prior to advertising the position and requires the updated or proposed Position Description to be attached.</p>	
		<p>The completed Job Analysis / Business Case is sent to People Performance for review prior to being given to the CEO for approval. If approved the Directors or Manager will work with People Performance to finalise the Position Description and commence advertising.</p>	
		<p>A Job Analysis is the systematic process of gathering and interpreting information about the essential duties, tasks and responsibilities of a job and requires Directors/Managers to consider work activities; skills and knowledge required to do the job, performance standards, working conditions and have a clear picture of what kind of person would be required to meet the needs of the organisation.</p>	
		<p>The job analysis will assist to identify where changes to the position would allow people to work more smoothly or efficiently and where additional resources such as equipment might be needed</p>	
		<p>It is vitally important for Directors/Managers to remember that they are looking at the role</p>	

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		<p>and what they want achieved in this role, rather than the previous incumbent or person currently in the role.</p> <p>Employer of Choice - The term "Employer of Choice (EOC)" has typically been associated with recruitment and strategies to attract and retain staff. Many other singular visions for employer of choice include organisation reputation, family friendly work policies, employment awards and conditions and social and community practice.</p> <p>EOC can be viewed from many perspectives, including from a staff, an employers', the industry's and the public's perspective. Internally the employer's perspective, (i.e. strategies safeguarding effective operations for a business), and the employee's perspective, (i.e. strategies securing employees commitment to the business), can substantially influence the success of the Council. Employer of choice is the internal policies which ensure employers are corporately responsible for their operations and the resulting effects on all stakeholders, including citizens, government and their primary asset - employees.</p> <p>Work life balance is an increasingly important phenomenon in modern-day times. Having an employer who is supportive, committed and flexible creates an opportunity to adjust work arrangements to meet individual circumstances. This results in many benefits for the employee while creating significant wins for Council: improved productivity, engagement and retention, and the ability to attract engaged staff.</p> <p>Whole Brain Thinking Model - Over the past 18 months the Whole Brain Thinking Model was introduced across the GSCC to assist Executive, Managers, Team Leaders and all employees. As we know results drive success of the organisation. The faster and smarter we can reach our critical organisational goals, the quicker we will see a return on the organisations efforts.</p> <p>But it is critical that we need to have every aspect of our combined organisational intelligence working for us, from our problem solving abilities and creativity, to technical expertise and management discipline, otherwise as an organisation we will not have the advantage we need to be effective and efficient in today's ever changing and challenging environment.</p> <p>To enable this to occur it is planned to introduce Herrmann International's Whole Brain Technology® which is based on proven research into the organisation to assist all employees to understand how people think and communicate differently. By drawing on the combined analytical, organisational, strategic and interpersonal skills that it takes to succeed today, Greater Shepparton City Council as an organisation will be able to harness the thinking styles of every individual.</p>	

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		<p>Early Intervention Program and focus on proactive OHS - Council takes it responsibilities for providing a safe work place for its employees very seriously. To that end the following initiatives have been introduced in the last 12 months:</p> <ul style="list-style-type: none"> • Health Checks for all staff • Fruit to the workplace every week • Road Warrior Program • Wellbeing Program • Council sponsored Gym Membership program. • Work break program <p>Council also provided (EAP) an Employee Assistance Program provides free and confidential counselling and support to all employees and immediate family members 24/7. EAP is also made available to employees via regular communication and on-site visits by Counsellors.</p> <p>OHS needs to be managed just like other critical aspects of a business and the best way to do it is to adopt a systematic approach. Consider the other things you need to manage as part of your business: quality, productivity, finance, accounting, industrial relations, insurance etc. Having systems in place makes it easier to manage these things. The same applies to health and safety. Good health and safety management systems are good business</p> <p>At Greater Shepparton City Council we seek to move to greater transparency; operational efficiency and service delivery, and to use our physical assets and human capital effectively. Through our workforce planning we aim to achieve employer of choice status as our new organisation structure continually evolves and improves.</p> <p>Talent Management - It is vital for GSCC future that we focus on strategic talent management of those employees who we need to develop, foster and promote, to secure our intellectual property and value this growth for years to come, based on our strategic learning culture.</p> <p>Preparing for the future at GSCC will mean developing an talent pool. Effective leadership and talent development requires a long term view. While it's important to have learning and development programs in place to address short term needs, what's more important is to address longer term needs. And one of the best ways to do that is through talent pool development.</p> <p>The GSCC talent pool leadership program will identify high performing, high potential employees in all areas of our organisation, and assign them development plans to prepare them for career advancement, and periodically assess their progress. What's important here is to develop a talent focus for all areas of Council business, leadership being only one of those.</p>	

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		<p>We will start by looking at the Council Plan, the strategic resource plan and work through by identifying knowledge and experience areas that will be important to future success and competitiveness, develop competency models for each of these areas, and design learning paths/curricula to develop these competencies in increasing degrees.</p> <p>We will then match our high performing, high potential employees to the areas that best suit them, and start developing them. In line with our succession plan and learning and development strategy, as well adhering to the Local Government Act we will end up with a talent pool of employees at varying stages of development/readiness for advancement – which is exactly what we will need to ensure success for GSCC for the future, as well support growth, and attract, engage and retain top talent to our Organisation.</p> <p>Performance Management - Greater Shepparton City Council prior to 2013 undertook Performance Reviews of all employees based on a paper based system. To improve the efficiency of the reviews a computer based system was introduced in 2013. The Performance Evaluation System (PES) enabled a greater percentage of reviews to be completed on time.</p> <p>This system also provided for employee's training requirements to be recorded, which in turn enables the Learning and Development team to develop a training program for the organisation as well as set a budget to enable this program to be developed.</p> <p>In addition Council moved to a common review date for all employees, being 30th June, which coincided with the increase as set by the Greater Shepparton Enterprise Agreement. The date for completion of all reviews was 30th September. The date for increases in the levels within the Bands has remained at the anniversary date of the employee's commencement at Greater Shepparton City Council.</p> <p>Managing Employee Performance - One of the major findings of the organisational scan was that the organisation has been poor at managing the performance of its employees. Matters of poor performance were ignored and were not addressed by those in supervisory positions.</p> <p>A major focus over the last 18 months has been the need for poor performance to be addressed. This has meant that a number of external and internal investigations have been undertaken, and resultant recommendations have been implemented.</p> <p>Training has also been undertaken in "Having Difficult Conversations" for supervisors to build their skills in this area.</p>	

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5.3.4.2 Encourage and provide training opportunities for councillors and staff to increase their knowledge and skills.	Ongoing	<p>Under the Enterprise Agreement employees who are aggrieved by the process, or aggrieved by any employment matter can avail themselves of the Grievance Process as detailed in the Enterprise Agreement. In summary matters are required to be escalated through the supervisory levels and if the employee gains no satisfaction, and is still aggrieved may request a Grievance Panel to be formed. This panel generally allows for the matter to be determined, however if either party is not satisfied they may take the matter to Fair Work Australia.</p> <p>Future Strategic Direction:</p> <ol style="list-style-type: none"> 1. Continue to implement the Whole Brain Thinking Model into the organisation. 2. Continue to work with and on Council's workforce to ensure a high level assessment is undertaken of Council's capacity to plan and respond proactively in providing services and meeting community needs and aspirations. 3. Continue to work with the MAV to develop and implement the Greater Shepparton Workforce Plan. 4. Continue to foster a Learning Organisation. 5. Continue to strive to achieve the most efficient and effective organisation that it can be. <p>Over the past 3 years we have centralised the training budgets across Council, we have centralised the performance review process which links data to our annual learning needs analysis report.</p> <p>As GSCC is a diverse, multi-dimensional organisation we require a Learning and Development Strategy that acknowledges the complexity of this service delivery to our community, while at the same time being strategic in supporting its staff to achieve the goals and objectives of their roles. The adoption of a Learning and Development Strategy by GSCC demonstrates the value placed on developing the capabilities of staff, individual and team fulfilment and their contribution to Council.</p> <p>The GSCC Learning and Development Strategy aims to support the creation of a learning organisation by:</p> <ol style="list-style-type: none"> 1. Linking learning and development within GSCC to maximise organisational outcomes that learning and development activities are relevant, effective and support GSCC in achieving objectives as outlined in the Council plan. 2. Supporting and encouraging staff to undertake learning and development which assists them with their current employment and prepares them for future professional opportunities. 3. Improving staff career satisfaction, thereby promoting potential for greater engagement, commitment, loyalty, attraction and retention of staff. 4. Embracing effective working relationships between Managers and their staff by fostering collaborative and team-based approaches to identifying and addressing learning and development needs of the individual. 	30/06/2016

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		<p>5. Implementing a planned approach to learning and development so that it is managed effectively within the available budget and resources.</p> <p>6. Developing a Corporate Training Schedule that is available to all staff.</p> <p>7. Acknowledging the diversity in knowledge and learning styles of staff employed by GSCC.</p> <p>Implementation of the Strategy includes building the Centralised training model will enable the People Performance Department to assist the organisation overall and Departments specifically with their learning and development, personal and professional development needs to achieve the true outcome of a learning organisation for all staff. This building of capacity will bring the GSCC into the future with sound and knowledge expertise and confidence to handle any challenges and overcome them, while achieving results for our organisation, through building internal capacity.</p> <p>The design of the Corporate Training Calendar will ensure that all staff have access to learning and professional development at all times. This concept will ensure that at any point in time, all our staff are valued and involved in some type of learning. This will assist us to build on skills and knowledge around effective communication, building better working relationships, time management, emotional intelligence, customer service skills, team work and work / life balance strategies.</p> <p>Each Directorate and Department of GSCC will integrate the Learning and Development Strategy into their Department Plans and individual staff KPI's in the future. Working with the Corporate Performance Department, People Performance will ensure that all Managers are working with all their staff to develop individual work plans, KPI's which are aligned to the Corporate Training Calendar, as well as linked to their personal training plan and the business unit work plan.</p> <p>In relation to Councillors, we continue inform and encourage Councillors' to engage and take up training opportunities which are available to them. Two Councillors have recently commenced the Australian Company of Directors Course and other training has included media training, meeting procedures, conflict of interest, local government training and other opportunities which are offered by the MAV and other industry providers. We have also offered and await a date for Whole Brain Training (HBDI profiling) for Councillors.</p>	
<p>Strategy: 5.3.5 <i>Develop and adopt best practice project management principles including asset investment guidelines which will guide Council investment in existing and new assets.</i></p>			
5.3.5.1	Implement the Project Assessment model.	Completed Approved by Council in late 2014/15.	30/06/2016

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Individual Key Responsibilities	Status	Progress Comments	COMP DATE
Strategy: 5.3.6 Commence implementation of the 2013 Information, Communications and Technology (ICT) Management Strategy.			
5.3.6.4 Implement 2013/14 ICT Strategy initiatives	Ongoing		30/06/2016
5.3.6.5 Undertake an annual review of Council's ICT Strategy	Ongoing		30/06/2016
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	All finite recommendations of the Rating Strategy 2013-2017 have been completed. A review and update of the Rating Strategy for the next 4 years is due for commencement.	30/06/2016
5.3.8.2 Implement the State Government Fire Services Property Levy	Completed		30/06/2016

Council Plan 2013/17 Pillars, Objectives and Strategies Summary

Council Plan 2013-17 Pillars, Objectives and Strategies Summary

Pillar	1	Active & Engaged Community (Social)
Objective	1.1	Continue to enhance Community Capacity Building
Strategy	1.1.1	Develop and implement neighbourhood planning within the Shepparton community.
	1.1.2	Continue to work with our communities to implement their community plans.
	1.1.3	Review, amend, implement and monitor Council's community consultation and engagement strategy.
	1.1.4	Develop effective partnerships with agencies to deliver improved community wellbeing (all age cohorts) outcomes.
	1.1.5	Ensure our 10 year capital works program is linked to the community and neighbourhood plans.
Objective	1.2	Develop and implement a strategy for improving education for all ages.
Strategy	1.2.1	Develop an Education Strategy that includes the principles of lifelong learning.
	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.
	1.2.3	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.
Objective	1.3	Ensure liveability options are always considered in our decision making activities.
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.
	1.3.2	Develop, deliver and implement community safety initiatives with the State Government, Police, State agencies and the community, including but not limited to CCTV.
	1.3.3	Review and continue to implement the Greater Shepparton City Council Safer City Strategy.
	1.3.4	Renew and implement the Universal Access and Inclusion Plan.
	1.3.5	Continue to review and implement the Positive Ageing Strategy objectives.
	1.3.6	Continue to support the ongoing planning and resourcing of Emergency Management.
	1.3.7	Continue to implement the Early Years Plan objectives.
	1.3.8	Develop, adopt and implement the Greater Shepparton City Council Municipal Health and Wellbeing Action Plan.

Council Plan 2013/17 Pillars, Objectives and Strategies Summary

Objective	1.4	Provide sustainable community services to our community.
Strategy	1.4.1	Review the provision of library services, including potential partnerships and infrastructure requirements.
	1.4.2	Establish a Service map that provides information on the services that are available to our community ensuring it is demographic specific data.
	1.4.3	Continue to lobby, advocate and prioritise the needs of vulnerable and disadvantaged citizens and advocate on their behalf.
	1.4.4	Monitor and appropriately support the provision of quality services within the municipality.
	1.4.5	Continue to implement the Domestic Animal Management Plan
Objective	1.5	Embrace and Strengthen cultural harmony and diversity.
Strategy	1.5.1	Continue to engage and partner with our aboriginal community to support improved opportunities and outcomes in employment and health.
	1.5.2	Ensure council's activities and events support and enhance cultural harmony and inclusiveness.
	1.5.3	Continue to monitor, review annually and implement the Greater Shepparton City Council Cultural Diversity and inclusion Strategy.
	1.5.4	Recognise and take advantage of opportunities to celebrate our diversity.
Objective	1.6	Value Arts, Culture and Heritage as an integral part of our dynamic community.
Strategy	1.6.1	Continue to support and promote arts initiatives.
	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.
	1.6.3	Renew and implement the Arts and Culture strategy (which includes public art).
	1.6.4	Continue to undertake the Greater Shepparton City Council Heritage Study by implementing Stage 3 - gap study.
	1.6.5	Establish the Shepparton Art Museum Foundation.
	1.6.6	Continue the feasibility investigations for a new location for the Shepparton Art Museum (SAM).
Pillar	2	Enhancing the Environment (Natural)
Objective	2.1	Ensure that the environment is a major priority in planning for the future.
Strategy	2.1.1	Ensure that development applications provide sustainable management plans which incorporate sustainable building design concepts, water use and stormwater management plans.
	2.1.2	Ensure that development applications take into account the importance of agricultural land to the Greater Shepparton community and its economy.
	2.1.3	Advocate for and lobby governments to improve community access and safety within the Lower Goulburn National Park.
	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.
	2.1.5	Work with Department of Primary Industry, Goulburn-Murray Water,

Council Plan 2013/17 Pillars, Objectives and Strategies Summary

- Industries, University of Melbourne and other municipalities to ensure the use of irrigation water is both innovative and maximised.
- 2.1.6 Finalise, adopt and commence implementation of the Environmental Sustainability Strategy.
 - 2.1.7 Investigate the opportunities that are available to Council to enable council to support renewable energy options.
 - 2.1.8 Investigate the opportunities that will enable council to support the growth of solar usage within the city.
 - 2.1.9 Review, adopt and commence implementation of the Waste Management Strategy.
 - 2.1.10 Review and implement the Greater Shepparton City Council Roadside Management Plan.
 - 2.1.11 Continue to implement the Sustainable Purchasing Policy
 - 2.1.12 Continue to reduce Councils Greenhouse Emissions.

Pillar	3	Economic Prosperity (Economic)
Objective	3.1	Maximise opportunities to ensure Greater Shepparton leads Victoria, retaining and attracting education and industry.
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.
	3.1.2	Ensure sufficient industrial land which offers a range of options for new industry establishment is available throughout Greater Shepparton.
	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.
	3.1.4	Develop and implement a strategy for attracting renewable energy based industries to Greater Shepparton.
	3.1.5	Develop and implement a marketing strategy for Industry attraction including the council owned GVLink.
	3.1.6	Continue to seek out business to establish at GVLink.
	3.1.7	Develop and implement a strategy promoting Shepparton as the regional capital.
Objective	3.2	Ensure that retail strategies deliver appropriate outcomes for the community.
Strategy	3.2.1	Revise, adopt and commence implementation of the CBD strategy.
	3.2.2	Develop, adopt and commence implementation of a Retail Strategy.
	3.2.3	Maximise the opportunities within the CBD that present themselves with the redevelopment of Vaughan Street.
	3.2.4	Continue to support and revitalise Shepparton Show Me.
	3.2.5	Implement installation of new parking and wayfinding signage in the Shepparton CBD and progressively across the Greater Shepparton towns.
	3.2.6	Develop, adopt and implement a CBD Parking Strategy.
Objective	3.3	Make Greater Shepparton the regional sporting capital of Victoria and a leading sporting destination.

Council Plan 2013/17 Pillars, Objectives and Strategies Summary

Strategy	3.3.1	Pursue opportunities for Greater Shepparton to be the location for major sporting events.
	3.3.2	Build partnerships with state bodies to enable Greater Shepparton to be Victoria's leading location for major events.
	3.3.3	Continue the development of the Shepparton North sporting precinct.
	3.3.4	Continue to implement masterplans that have been prepared for recreation reserves and sports facilities.
	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.
	3.3.6	Complete the Shepparton Showgrounds redevelopment.
	3.3.7	Develop plans and prepare a feasibility study for the redevelopment of the Shepparton Sports stadium.
	3.3.8	Continue to develop Aquamoves and environs (including the carpark) as a regional aquatic and water park facility.

Pillar	4	Quality Infrastructure (Built)
Objective	4.1	Ensure that the community has access to high quality facilities.
Strategy	4.1.1	Complete the Victoria Park Lake redevelopment project.
	4.1.2	Work with the community to continue the development of the Australian Botanic Gardens Shepparton.
	4.1.3	Review and adopt the Tatura Park Master Plan and develop an integrated sporting facilities master plan with the Howley Complex.
Objective	4.2	Ensure that the community has access to appropriate transportation infrastructure.
Strategy	4.2.1	Develop a long term plan for the Shepparton aerodrome which includes provision for its possible relocation.
	4.2.2	Advocate for the delivery of improved passenger rail services to the Greater Shepparton including "Fast rail" services.
	4.2.3	Advocate for the return of rail freight as an option for regional freight businesses.
	4.2.4	Adopt and commence implementation of the Greater Shepparton Cycling Strategy 2013-2017.
	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.
	4.2.6	Lobby and advocate to other levels of government for funding for major infrastructure projects.
	4.2.7	Continue to develop plans for and commence implementation of streetscapes and town entrances.
	4.2.8	Advocate and lobby for funding to enable commencement of the Maude Street bus interchange project.
	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.
Objective	4.3	Encourage sustainable municipal growth and development.
Strategy	4.3.1	Review councils Municipal Strategic Statement.
	4.3.2	Ensure Developer Control Plan's minimise council's requirement for

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expenditure within developments.

4.3.3 Continue to develop structure plans for our growth corridors.

Pillar	5	High Performing Organisation (Leadership & Governance)
Objective	5.1	Develop and implement best practice communication strategies.
Strategy	5.1.1	Develop, adopt and implement Councils marketing and communication strategies.
	5.1.2	Review, adopt and implement council's community engagement strategy.
	5.1.3	Implement a "Citizen first" commitment to the delivery of our services.
	5.1.4	Increase the use of social media to enhance community engagement and discussion.
Objective	5.2	Develop stronger relationships between council and State and Federal Governments, local government sector and non-government partnerships to enhance the position of Greater Shepparton City Council.
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.
	5.2.2	Proactively lobby politicians and the Local Government Sector for support in the delivery of services to our community.
	5.2.3	Seek opportunities for partnerships with the non-government sector to support Greater Shepparton in the delivery of services to our community.
	5.2.4	Develop, Adopt and implement a service planning model for the services that council provides for the community.
	5.2.5	Continue to advocate for improved levels of support from Federal and State Government.
Objective	5.3	Ensure strong internal systems and processes to ensure best practice delivery of service to the community.
Strategy	5.3.1	Complete the implementation of the transition management plan.
	5.3.2	Develop and review annually Councils long term financial plan (10 year).
	5.3.3	Develop and adopt a comprehensive Strategic Resource Plan which contains strategic direction for the management of the resources for council.
	5.3.4	Complete a Workforce Development Plan which will enable GSCC to become an employer of choice.
	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.
	5.3.6	Commence implementation of the 2013 Information, Communications and Technology (ICT) Management Strategy.
	5.3.7	Implement the objectives of the 2013 Purchasing Improvement Plan.
	5.3.8	Implement the approved recommendations from the Greater Shepparton 2013 Rating Review.