

ATTACHMENT TO AGENDA ITEM

Ordinary Meeting

16 May 2017

Agenda Item 8.1 Council Plan Progress Report

Attachment 1 Council Plan Progress Report | January - March 2017 145



Greater Shepparton City Council

Specialist Plan Progress Report

Period: 01/01/17 - 31/03/17

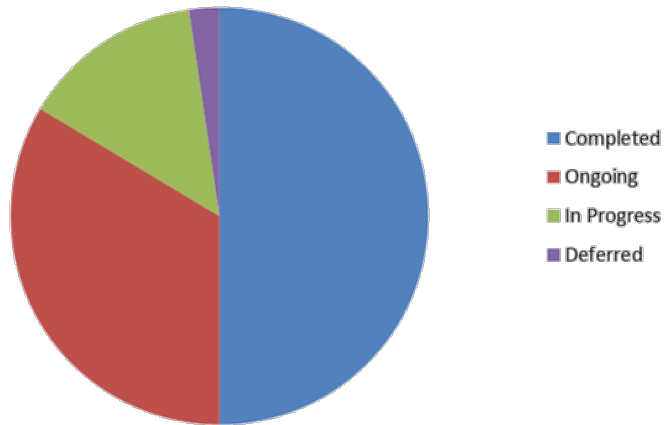
Quarter: March

Council Plan 2013-17

Council Plan Structure

- 5 Pillars
- 16 Objectives
- 96 Strategies
- 128 Actions of Which
 - 64 Completed
 - 43 Ongoing in Nature
 - 18 In Progress
 - 3 Deferred

Council Plan Actions

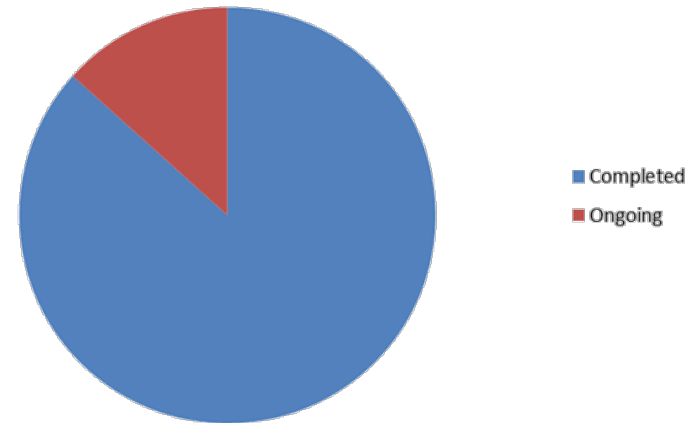


Key Strategic Activities

15 Key Strategic Activities Identified in the Council Plan 2013/2017

- 13 Completed
- 2 Ongoing in Nature

Key Strategic Activities



Pillar1	Active & Engaged Community (Social)
Objective 1.1	Continue to enhance Community Capacity Building
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.	
Completed	Two plans - one Locality (Arcadia) and one Neighbourhood plan (Kialla Lakes) completed in 2014-2015. Shepparton East and St George's Road Locality Plans were endorsed by Council in December 2015.
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	
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 49. The 2016/17 survey will be conducted in March 2017 with results to be received in late June 2017.

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	<p>Activities in the Park delivered from October 2016 - March 2017 in partnership with over 60 community/corporate organisations.</p> <p>Walk to School Day delivered in partnership with VicHealth throughout October including the Pedometer Challenge in partnership with Shepp Villages and GV Health.</p>
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1.1.4.2 Monitor and appropriately support the provision of adequate quality children's services.

Ongoing	<p>The children's services leadership team is strongly supporting this process. All services achieved "Meeting Standard" in their first Assessment and Rating visit under the National Quality Framework. Three services achieved "Exceeding Standard". We aim for all services to be 'Exceeding" standard by 2020. All services will be rated at least once in this time period. Two services, Isabel Pearce Kindergarten and Greater Shepparton Family Day Care have undergone the second round of assessment and rating visits. Both have achieved 'Exceeding National Quality Standard" Significant work has been completed in updating the Children's Services Policy and Procedure handbook. This change will put the emphasis on policies required by regulation and referring other practices to the National Quality Framework and Regulations.</p>
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Objective 1.2**Develop and Implement a Strategy for Improving Education for all Ages****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.

Completed.	<p>New strategy not required. Council resolved at the July Ordinary Council Meeting: "Council continues to progress education outcomes within Greater Shepparton, as per the requirement of the Council Plan. Council Officers will continue to work with key stakeholders to improve the educational outcomes for Greater Shepparton's young people, support every child, every step of the way, from cradle to career, and improve the alignment between the educational offer and the skills requirement of business and industry".</p>
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1.2.1.2 Continue to work with education providers to increase the range of locally available education options and promote lifelong learning.

Completed The Education Roundtable is an ongoing function with guidance being provided by the Economic Development, Tourism and Events Strategy. The Manager Economic Development has been appointed to the Latrobe University Regional Advisory Board and is also working with GOTAFE on progressing the new Jobs and Skills Centre. Manager ED is also working on the Back to Work Economic Participation Coordination Project with the Victorian Government. A draft MOU has been developed between Council and La Trobe University.

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. We deliver ongoing education programs throughout the year. These include preparing education packs for major exhibitions, and developing professional development sessions for teachers as well as tours for school groups. Public programs are developed around key areas, such as community engagement and Indigenous partnerships, and focus on particular ages, such as youth. SAM also runs regular holiday programs.

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.

Objective 1.3	Ensure Liveability Options are Always Considered in Our Decision Making Activities
<i>1.3.1 Develop partnerships with Federal and State governments, statutory agencies, non for profits and private business to leverage growth within Greater Shepparton.</i>	
1.3.1.1 (KSA) Develop a Marketing Strategy and have adopted by Council.	
Completed	
<i>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.</i>	
1.3.2.1 Work with relevant stakeholders to continue community safety initiatives.	
Ongoing	Works will commence on the Go Light Up Edwards (G.L.U.E) project in May 2017. This project will provide upgrade to lighting at the Edwards Street Car Parks. The project is expected to be completed by June 2016. ICE Community Action Grant - meetings of local professionals and local community prevention group has commenced. St George's Road - redevelopment incorporating lighting, urban design and beautification elements to improve perceived and actual safety.
<i>1.3.3 Review and continue to implement the Greater Shepparton City Council Safer City Strategy.</i>	
1.3.3.1 (KSA) Have Stage 1 Safer City Camera Project operational.	
Completed	
1.3.3.2 Work with all relevant agencies to promote the Community Safety Plan objectives and activities.	
Completed	

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 kindergartens currently offer 15 hours of kindergarten to each eligible child in the year before they attend primary school. Uncertainty remains for Commonwealth funding beyond December 2017. Due to operational costs this will have a significant impact on the ability to maintain this service level post 2017. Greater Shepparton has adopted the MAV advocacy platform to state and federal politicians to lobby for ongoing funding to ensure security for the sector.

1.3.4.2 Implement the identified outcomes and objectives from the adopted UAIP.

Ongoing On the 2nd December 2016, Greater Shepparton City Council in partnership with local organisations delivered the 2016 International Day of a Person's with a Disability event. The event was held in the Queens Gardens, Shepparton with over 300 people in attendance. The day was an opportunity to increase public awareness, understanding and acceptance of people with disability and celebrate the achievements and contributions of people with disability.

1.3.4.3 (KSA) Develop a new Universal Access and Inclusion Plan.

Completed

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.

Completed 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
- Recognition of World Elder Abuse Awareness.

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.

Ongoing

On 13 September 2016 the Municipal Emergency Management Plan was audited in accordance with the guidelines issued by the Minister and assessed as "Complies adequately with the guidelines". The next audit is scheduled for mid-2019 and it will be updated on an ongoing basis as required leading up to the next audit.

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 2015 Council Meeting. The outcomes identified are largely 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.

The new Best Start Funding guidelines prescribe two mandatory Primary Outcomes; "Improving active engagement in Maternal & Child Health Services" and "Increasing participation in early education services (kindergarten) with a focus on vulnerable families". These two outcomes already exist in our Best Start Early Years Plan. Work towards these outcomes is well embedded in the work of the Best Start partnership and our early childhood services.

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.

Key players in the implementation of the Best Start Municipal Early Years Plan have undertaken significant pilot training to meet the current requirements of the Best Start Funding. As a pilot site for the training the learnings provided by these participants has been important in the roll out of training to other Best Start sites across Victoria. A quality partnership with the Greater Shepparton Lighthouse Project has resulted in volunteers working in local early childhood services to support this outcome in particular.

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 focusing on physical education, nutrition and on-going capacity building.

Completed Get Mooving Greater Shepparton project, including acceptance of all audited final reports complete – December 2014.

1.3.8.3 Implement the Municipal Public Health Plan.

Ongoing There are 87 targets in the 2016-17 Annual Action Plan and on-going consultation with project partners indicates that good progress is continuing to be made. A full status report will be provided in July/August.

1.3.8.4 Pursue the highest standard of accessibility and inclusion for all services and activities.

Ongoing Initial planning has commenced for the redevelopment of the Fraser Street Toilet facility. The new toilet facility will incorporate a Changing Places Facility which Council was successful in receiving funding from the Department of Health and Human Services. The new building will provide a modern and comfortable facility, compliant to current accessibility standards. Key features of the facility include:

- Changing Places toilet
- Unisex accessible toilet
- Male toilets with one ambulant toilet
- Female toilets with one ambulant toilet
- Parent's room including feeding rooms, a toilet and baby change facilities

Construction is estimated to commence in March 2017 and conclude July 2017.

Objective 1.4 Provide Sustainable Community Services to Our Community

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 A Council officer and a Councillor attend GV Library board meetings during the year and contribute to all strategic planning and decision making of the board. All meetings have been held and adequately attended for the 2015-16 period.

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

1.4.4 Monitor and appropriately support the provision of quality services within the municipality.

1.4.4.125 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 The 2016/17 financial year is the third year of Council's proactive inspections and maintenance service, where all maintenance activities are recorded using electronic data capture which assists Council measure its service performance. We again achieved over 90% of maintenance as set out in the inspection maintenance service level plan.

1.4.4.2 Annual visitation across Aquamoves, Outdoor Pools, Sports Stadiums, KidsTown and Healthy Communities Programs exceeds 650,000 visits

Ongoing Programmed Visitation for 2016-17 in excess of 500,000 at end of March 2017. Total visits in excess of 650,000 – on target.

1.4.4.20 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.

Council is participating in The Lighthouse project to develop a Youth Hub within the Shepparton CBD. The purpose, design and engagement strategies as well as funding and governance are currently the main focus of the working group. Council's Youth Development Officer is working in a number of partnerships to develop a range of events and opportunities for young people. These include the Indigo Market in National Youth Week, Careers Day Out and the Medical Careers showcase. Council received the residual funding from the 'wind up' of the independent Word and Mouth Inc. This funding is to be allocated to the initiation and operation of a Youth Space in Greater Shepparton. \$20K has been contributed to the Youth Haven.

1.4.4.23 Implement Domestic Wastewater Management.

In Progress

A new timeline and program has been developed to implement a management project for the financial year 2017/2018. An Administration Officer has recently been appointed to assist in refining the septic tank data base.

1.4.4.24 Implement Food Safety Management Strategy.

Completed

1.4.4 Monitor and appropriately support the provision of quality services within the municipality.

1.4.4.25 Complete the Katandra West Community Plan to establish the priority of the Community Centre. Present to Council for endorsement

Completed

1.4.4.43 Report to Council on the priority strategic program for public toilets

Completed

1.4.5 Continue to implement the Domestic Animal Management Plan**1.4.5.1 Implement Domestic Animal Management Plan 2013-2017 initiatives**

Ongoing This is an ongoing activity numerous activities already undertaken. Report to Council at August 2016 Council Meeting.

Objective 1.5**Embrace and Strengthen Cultural Harmony and Diversity****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 At the August Ordinary Council Meeting, Council acknowledged the signing of the Algabonyah Employment Partnership Agreement. The aim of this agreement is to increase the proportion of Aboriginal people employed in our Greater Shepparton City Council workforce to at least 2.0% by 2020, to achieve parity with our working-age population.

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.

Council are working with the William Cooper memorial committee to install a life size bronze cast statue of William Cooper in an area of significance.

1.5.2.2 Ensure Council activities support and enhance its reputation for cultural harmony and inclusiveness.

Ongoing	<p>Recent achievements include:</p> <ul style="list-style-type: none"> • Culture chat - An information gathering once a month where communities can come together and share information and discuss issues within the community. It's also a way for Council, service providers and organisations to regularly consult and inform communities. • A Facebook group has been developed to extend on the monthly gatherings and is a way to communicate with community, organisations and service providers daily. This also allows communities to inform what is happening with in their community. • Training was delivered for Council Officers to understand social enterprises and the diversity within a social enterprise and community. • A community workshop 'Starting Your Business Right' was held in late 2016 that involved discussing ideas, deciding on structure, identifying risks and development of a business plan. • Launch of Cultural Diversity week on 20 March 2017 at Kidstown with 150 people in attendance. • Worked with key partners to host a Speed Date a Muslim session on 26 February 2017.
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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	<p>Working with key partners, through the Shepparton and District Ethnic council, participated and led tables for community profiling with six of our key cultural communities.</p> <p>Council coordinated cultural diversity week activities across the municipality involving 15 organisations or partners. Fourteen activities were delivered across the municipality through partner agencies.</p>
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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 the Shepparton and District Ethnic Council delivered the Speed Date a Muslim Session. This was an opportunity in a safe environment to ask Muslim women about their faith and culture over dinner, and learn something new about someone in the community. This session was held on the 26 February 2017.</p>
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Objective 1.6 Value Arts, Culture and Heritage as an Integral Part of Our Dynamic Community

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 Riverlinks estimates attendance to performing arts program in 2016/17 to be 40,000 and total attendance to all events to be 75,000.

Total number of performances is projected to be 130. Of these, 30 are curated (purchased), 15 produced in association with community and the remainder from commercial and community hires.

Highlights so far include: the biennial Australian National Piano Award, Melbourne Symphony Orchestra tour including two sold out concerts for school audiences, RockWiz Live, Mary Poppins from Shepparton's youth theatre, Initial Stages (playing to 2,500 patrons), several performances of shows now on national tour and three performances by Victorian Opera which involved local school students and choirs in the production. Recent performers include Debra Byrne, Vika Bull, Bernard Fanning and Kasey Chambers all of whom played to large audiences.

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

Completed The Sidney Myer Ceramics award was announced in August 2015 and the Exhibition of the finalists presented at SAM. Planning is underway for the National Piano Awards later in 2016.

The Shepparton Art Festival was successfully held over March 2016.

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 Currently examining all of the past documents and drafts developed around an Arts and Cultural Strategy and Policy in order to begin developing a new Policy in consultation with relevant stakeholders.

Meetings held internally and with external stakeholders. A budget bid will be submitted to develop a policy around this.

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

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

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

Completed Feasibility study has been completed; funding applications for state and federal governments have been completed and \$10M secured and confirmed; SAM Foundation confirmed commitment of \$4.5M to the project, and working on a further \$8 for SAM endowment.

Developed an Architecture Competition, endorsed by the Institute of Architects. First stage of EOI process is now complete. Shortlisting underway for Second stage Concept Design process. SAM Limited underway for new Governance model.

Pillar2	Enhancing the Environment (Natural)
Objective 2.1	Ensure that the Environment is a Major Priority in Planning for the Future
<i>2.1.1 Ensure that development applications provide sustainable management plans which incorporate sustainable building design concepts, water use and storm water management plans.</i>	
2.1.1.1 (KSA) Adopt an Environment and Sustainability Strategy.	
Completed	
2.1.1.2 Continue to implement the Sustainable Water use Plan and Storm water Management Plan.	
In Progress	Officers are continuing to implement the actions contained within both the SWUP and SMP. However the State Government Water for Victoria Plan has identified Integrated Water Management as a program to be implemented and Officers are continuing to monitor developments in this program to determine how this may impact on Council's future review of both the SWUP and the SMP.
<i>2.1.2 Ensure that development applications take into account the importance of agricultural land to the Greater Shepparton community and its economy.</i>	
2.1.2.1 Continue to implement the provisions within the Municipal Strategic Statement including the Regional Rural Land use Strategy	
Completed	

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.

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.

2.1.3.4 Support the RiverConnect project with financial and political resources.

Completed Council has committed funds for the 2015/16 financial year.

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 Fire prevention management is discussed at Municipal Emergency Management Planning Committee meetings. Specific issues regarding fire permits has been escalated for further discussion at Regional and State level. The sub-committee, Fire Prevention Committee has not met regularly.

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.

In Progress 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 State Government Water for Victoria Discussion Paper. Council has been addressed by representatives of GMW on the current status of the connections project. Council is also waiting to determine the status of Integrated Water Management. Council is currently hosting an Officer from MDBA to gauge community reaction to the MDBA Basin Plan.

2.1.5.2 Work with the Irrigation Technologies Cluster and industry to promote on-farm efficiencies through irrigation technologies.

Completed This is an ongoing process with the irrigation and agriculture industry. There are regular discussions with all parties about technology improvements and how Council can assist with adoption or implementation. The chairman of the committee has confirmed that there will be no expo in 2016. There is an intention to have an expo in 2017, however this will be in Gippsland.

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 2017/18 financial year with the following projects currently underway.

- Native Vegetation Offset Management Plan underway but on hold until finalisation of the state government's review of the Native Vegetation regulations.
- Sustainability Grants Program underway
 - Large Scale Solar Installation
- Electric Vehicle Feasibility study (joint Project)
- One Tree Per Child
- Building management System for Welsford Street building
- Continuing Infrastructure Sustainability Council of Australia (ISCA) pilot project

2.1.6.2 Prepare and present the Environmental Sustainability Strategy to Council for adoption.

Completed

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

2.1.7.3 Promote and support community solar projects.

In Progress As per action 3.3.1 of Environmental Sustainability Strategy. Council has agreed to be part of EUA's. Participating in Council EOI process for the provision of a solar facility at GV Link.

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.

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.

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 The Waste and Resource Recovery Management Strategy was adopted by Council in December 2013. There is currently a minor review of the strategy underway.

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

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
- Transition of motor fleet to hybrid electric vehicles.

Pillar 3	Economic Prosperity (Economic)
Objective 3.1	Maximise opportunities to ensure Greater Shepparton leads Victoria, retaining and attracting education and industry.
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. The Economic Development, Tourism and Major Events Strategy and International Engagement Strategy were both adopted at the March 2017 Ordinary Council Meeting. These strategies focus on attracting new business, supporting existing business to enter new markets, grow and expand.
3.1.1.2 Continue to implement the recommendations of the Economic Development Strategy.	
Completed	The Economic Development, Tourism and Major Events Strategy was adopted at the March 2017 OCM.
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. Amazon have indicated they are looking to place distribution centres in all states within Australia. Currently working to attract Amazon to Shepparton through their agent CBRE. Large scale solar farm EOI has commenced. Currently working with a manufacturing business on expansion.

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

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.

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 and have developed and disseminated a financial comparison analysis to compare investment in Shepparton vs Werribee South for the interested growers. Council and C4GS were represented at the AusVeg Convention held in the Gold Coast 23-25 June 2016. The prospectus was launched at this convention. Council officers maintain contact with prospective growers, however many are awaiting state government intervention in declaring the green wedge a further developable area. Council will attend and exhibit at the AusVeg Adelaide Conference being held from 5-18 May 2017.

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. See 2.1.7.3 above. The Sustainability and Environment team have been involved in discussions with proponents of solar facilities.

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.

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.

3.1.7 Develop and implement a strategy promoting Shepparton as the regional capital.

3.1.7.1 Continue to promote Destination Shepparton

Completed

3.1.7.2 Develop a council advocacy campaign promoting Shepparton as the regional capital in the lead up to the 2014 state election.

Completed

Objective 3.2 Ensure that Retail Strategies Deliver Appropriate Outcomes for the Community

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

3.2.1.4 Report to Council to adopt a Shepparton Retail Strategy

Completed

The Commercial Activity Centre has been adopted. Actions specific to retail will come from the Economic Development, Tourism and Events Strategy currently being developed.

3.2.1.7 Continue implementation of CBD Strategy recommendations with a priority on CBD parking.

In Progress

Council is developing a Movement and Place Strategy, which is planned to address traffic and transport issues through the CBD, including the provision of and impact of parking on the performance and perceptions of the CBD. Strong focus will be on improving the contribution active travel makes to health outcomes and addressing transport impacts on economic performance. Council is about to publish a Challenges and Opportunities paper for public consultation, which highlights a range of challenges, including growing CBD congestion, traffic impacts on urban quality and lack of facilities for pedestrians and cyclists. Opportunities highlighted include increasing provision of multi-deck car parks, improving road safety for cyclists and pedestrians and improving public transport provision.

3.2.2 *Develop, adopt and commence implementation of a Retail Strategy.*

3.2.2.1 (KSA) Retail Strategy adopted by Council.

Completed

The Commercial Activity Centre Strategy has been adopted. Guidance on retail strategy is being provided by the Commercial Activity Centre and the Economic Development, Tourism and Events Strategy.

3.2.2.2 Encourage greater retail diversity.

Ongoing

Economic Development is proactively seeking businesses to fill identified gaps in the retail market. The Economic Development, Tourism and Major Events Strategy will further inform of the current situation in relation to retail gaps. Currently working with a food business (Schnitz) regarding a premises in the CBD. The Deck has also indicated they would like to expand their current operations through placement of a shipping container in the Mall which has been modified in a sophisticated and trendy way. CBD Revitalisation consultation has occurred and the results made public. Council has resolved at the March 2017 OCM to:

- 1) note the findings of the Maude Street Mall Activation consultation in the attached report and that officers will release the results of the survey to the public along with details around longer term planning as discussed in items 2 and 3 below
- 2) in the short term, continue to implement measures to both activate and improve the amenity of the Maude Street Mall as per Council's February 2014 resolution, with a total budget of \$500,000 allocated for this purpose over the 2017/2018 and 2018/2019 financial years
- 3) refer to the 2017/2018 budget for consideration an amount of \$250K to obtain conceptual designs, estimates and funding models of the following options for the Maude Street Mall as a long term vision to activate and revitalise the area as per the Commercial Activity Centre Strategy:
 - a. reintroduction of two-way traffic from Fryers to High Street
 - b. development of additional car parking facilities with connecting one-way access from High and/or Fryers Streets exiting at Stewart Street
 - c. retention of the Mall as a pedestrianised public open space and introduction of urban design measures to increase amenity and usability of the precinct.
- 4) during the period of conceptual design preparation liaise, with stakeholders such as shop owners and Chamber of Commerce & Industry regarding other activation initiatives such as consistent trading hours.
- 5) note the timeline for delivering revitalisation options 3a, 3b and 3c contained within the report.

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

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.

Objective 3.3 Make Greater Shepparton the Regional Sporting Capital of Victoria and a Leading Sporting Destination.

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

3.3.1.3 Continue to expand regional tennis complex facilities at the Shepparton Sports Precinct.

In Progress Project to improve the access and infrastructure surrounding the tennis facility is part of the current Sports precinct works.
Works to be completed by March 2017.

3.3.1.4 Continue to progress the sports decentralisation project.

Completed

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.

3.3.2.2 Promote the quality of local arts and cultural activities and events.

Ongoing Converge on the Goulburn held in March 2017 was very successful and increased attendance on previous years. Council has submitted an EOI for a Regional White Night event in 2017 and came second. Council has previously made application for Regional White Night and has most recently commenced a Street Art Project featuring Sir Douglas Nicholls and William Cooper.

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.

Completed Contracts for the construction of the Community football complex have been awarded and works have started. Works to be finished by end of Feb

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. Master plan for this site to be developed in 2016/17, this will guide the future development. Ongoing stakeholder discussions have occurred with users and Deakin Reserve Advisory Committee.

3.3.4.2 Continue to implement master plans prepared for recreation reserves and sports facilities.

Ongoing Currently finalising the whole of sport plans for Cricket and Tennis. Masters for Deakin Reserve and Princess Park will be developed this financial year.

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.

Completed Destination brand has been adopted 'Many Great Things'. The launch of this new branding will occur in conjunction with the completion of the new destination website in August 2016.

3.3.5.2 Continue to increase the breadth and quality of major events held throughout Greater Shepparton.

Completed

3.3.5.3 Review the tourism and major events strategy.

In Progress

This action has been completed as a part of the Economic Development, Tourism and Major Events Strategy. Strategy was adopted at the March Ordinary Council Meeting, after consulting with the community and incorporating feedback.

3.3.5.4 Undertake a feasibility study for the development of a new Visitor Information Centre.

Completed

The Feasibility Study has now been incorporated into the Shepparton Art Museum development and this is now completed. The Manager Investment Attraction is involved in the Build SAM Project Board.

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.

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

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

Completed

All Aquamoves Master Plan projects addressed and/or complete.

Pillar 4	Quality Infrastructure (Built)
Objective 4.1	Ensure that the Community has Access to High Quality Facilities
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	Victoria Park Lake Master Plan was adopted at the September Council Meeting. Planning for the implementation of actions in 2017/18 financial year.
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 at 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
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

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 Tatura park. Executive report to be presented outlining options for this site, including a whole of sport plan for equestrian and a business plan.

Objective 4.2 Ensure that the community has access to appropriate transportation infrastructure.

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 Feasibility Study is complete.

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.

Ongoing Council has undertaken an update of the costs involved to provide a Velocity Style service and has also undertaken a social impact study. The Minister for Transport has been requested to allocate \$750k to undertake a business case and concept design for 8 services per day.

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 food bowl 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 met with Damian Drum in early December to update our Federal Member and to continue lobbying. Council has successfully lobbied for an EOI to be established by the Federal Government to ascertain private interest in investment on any route. An Inland Rail Forum has been scheduled for Tuesday 4th April 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 Council continues to advocate for the inland rail project, including providing input into the MBIRA submission to the Federal Government. An inland rail forum has been arranged for 4th April 2017.

4.2.4 Adopt and commence implementation of the Greater Shepparton Cycling Strategy 2013-2017.

4.2.4.2 Commence implementation of the outcomes of the Greater Shepparton Cycling Strategy.

Completed

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 A meeting with Minister for Roads, Luke Donnellan occurred prior to Christmas 2016 indicated that an announcement would be made as part of the State Budget in May 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 Bypass Action Group re established. Business Case complete by VicRoads for initial works. Pending May 2017 state budget.

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 92% expended at 29 June 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.

In Progress VicRoads is the primary agency responsible for this outcome. Part of this will be included by VicRoads SSRIP Funding in 2017/18.

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. Signage installed at agreed locations.

4.2.7.4 Work with VicRoads to deliver the agreed landscaping strategy for Numurkah Road, Shepparton.

Completed

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

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

Further meetings were held with Minister for Public Transport, Jacinta Allan and Treasurer, Tim Pallis in December 2016 and the railway precinct master plan has been developed. The railway station is the fourth stage of the CBD Revitalisation and therefore is a longer term project.

Objective 4.3 Encourage sustainable municipal growth and development.

4.3.1 Review councils Municipal Strategic Statement.

4.3.1.1 Review Municipal Strategic Statement.

Completed

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

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. Completion date expected June 2017.

4.3.3.2 Complete North East and South East Growth Corridor structure plans and Developer Contribution Plans

In Progress The Victorian Planning Authority (VPA) are completing documentation for the North East and South East Precinct Structure Plan.

4.3.3.3 Finalise the integrated planning framework to promote a triple bottom line approach to decision making.

Completed

4.3.3.4 Implement recommendations from the Council's adopted Housing Strategy.

Completed

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.

Completed Construction work completed and acquitted

Pillar 5 High Performing Organisation (Leadership and Governance)

Objective 5.1 Develop and Implement Best Practice Communication Strategies.

5.1.1 Develop, adopt and implement Councils marketing and communication strategies.

5.1.1.1 Implement evaluation of the Marketing Strategy.

Completed

5.1.1.2 Adequately support and resource community engagement activities.

Ongoing

Council endorsed the Boulevard and Golf Estate Community Plan at the December Ordinary Council Meeting. This plan was developed following extensive community consultation with the residents of this area. The five year review of the Toolamba Community Plan was undertaken in the later part of 2016. The purpose of the five year review is to ensure that the Community Plan remains a living document and reflects current community priorities. This review was endorsed by Council in December 2016. The Dhurringile Community Plan was endorsed at the August Ordinary Council Meeting. This plan highlights greater relationships, improved infrastructure and other community activities.

The Murchison Community Plan 5 year review is currently underway. Five weeks of community consultation has now been completed and the identified key themes will be presented back to the community plan committee for further development.

Nominations for the third Community Leadership Program participants and mentors is currently open with applications closing on 2 April 2017. The purpose of the leadership program is for grass roots community members to continue to develop and enhance their community leadership skills. Participants of this program graduated in November.

Nominations for the Greater Shepparton City Council volunteer awards are currently open with nominations closing on 7 April 2017.

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

5.1.2.2 Adopt and implement the Community Engagement Strategy.

Ongoing Continuing to support Council Departments to delivery community engagement strategies. Supported consultations on the River Connect strategy and the development of the 2017-2021 Council Plan.

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.

Deferred Research has begun on this action, however, it has been put on hold until budget is allocated in the 2017/18 financial year.

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

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.

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

Existing projects are continuing and are largely incorporated into standard operations for the member Councils. These projects include –

- Graders without boarders
- Legal services
- Service planning

A number of new projects have been launched in the last 12 months which include –

- Strategic Planning – this project is continuing, however the first piece of collaborative work was including planning professionals from Moira and Strathbogie Shires on GSCC Development Hearings Panel. The project will continue to explore further opportunities for resource sharing across the 3 Councils in the area of strategic land use planning.
- Payroll Processing – payroll staff across the 3 Councils are currently documenting the scope of a shared payroll services model. Once this is completed a cost and capacity analysis will be completed.
- Procurement – all 3 alliance Councils are participating in the MAV Procurement LEAP program. The first report for this project will be presented to the Alliance board and project control group members in May 2017. This data will then be used to determine the future opportunities for joint tendering of works and services.

5.2.1.2 Complete the Hume Regional Growth Plan

Completed

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 2017 delegations to Canberra and Melbourne are currently being organised.

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 were two trips to Canberra, along with two trips to Melbourne in 2016 to lobby key Government representatives. 2017 lobby activities are currently being planned.

5.2.3.3 Continue to promote Greater Shepparton as an important regional centre, with the capacity to support significant population growth.

Ongoing The Mayor and the CEO accompanied the Premier and the Minister Economic and Regional Development to China in 2016 and promoted our area to the Jiangsu Province. We have recently had a return visit from a Jiangsu Province representative. March 2017 saw the signing of a Declaration of Friendship agreement with Jintan City and we have promoted the City to other delegations including India and Sri Lanka.

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 Minister for Agriculture and Regional Development, Jaala Pulford's, Senior Adviser Jarrod Dobson visited with RDV representatives in March and this was an opportunity to promote our projects and Asks of Government.

Objective 5.3 **Ensure strong internal systems and processes to ensure best practice delivery of service to the community.**

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

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

5.3.2.3 Undertake an annual review of Council's long term financial plan

Completed The Strategic Resource Plan 2016/2017 to 2019/2020 including an updated Long Term Financial Plan (LTFP) was adopted by Council at the 21 June Ordinary Council Meeting.

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.

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

Completed The Strategic Resource Plan 2016/2017 to 2019/2020 was adopted by Council at the 21 June Ordinary Council Meeting.

5.3.3.3 Review the Greater Shepparton 2030 Strategy.

In Progress Review has commenced - - to be done in conjunction with the Council plan

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.

Deferred We have developed a People Performance Strategy, which was adopted by Council in 2014. This strategy addressed numerous areas including workforce planning, culture, learning and development, succession planning, talent management, performance management, employee recognition, whole brain thinking and early intervention and proactive occupational health and safety. Work continues in all of the areas.
Since the implementation there has been numerous staff and management changes which has result in the strategy losing direction. It is recommended to review/reconsider the strategy after the new council plan and enterprise agreement is implemented.

5.3.4.2 Encourage and provide training opportunities for councillors and staff to increase their knowledge and skills.

In Progress Over the past 3 years we have centralised the training budgets across Council as well as centralising the performance review process which links data to our annual learning needs analysis report. This allows us to annually develop a Corporate Training Schedule based on staff needs.

In relation to Councillors, we continue to inform and encourage Councillors' to engage and take up training opportunities which are available to them.
Learning & Development Coordinator resigned in February 2017. Currently reviewing processes to enable recruitment.

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.

5.3.5.1 Implement the Project Assessment model.

Completed Approved by Council in late 2014/15.

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

Completed Initiatives implemented. Reviewed annually

5.3.6.5 Undertake an annual review of Council's ICT Strategy

Ongoing Reviews are undertaken annually in order to prepare for the capital bid process of the coming financial year.
The document has been reviewed and will be replaced with a new strategy document during 2017.

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.

5.3.8.2 Implement the State Government Fire Services Property Levy

Completed