

Key Strategic Objectives Council Plan

Goals	Goals Description	Key Strategic Objectives	The next four years	Progress
Community Life	Greater Shepparton City Council will enhance social connectedness, physical and mental health and wellbeing, education and participatory opportunities in order to improve liveability and a greater range of community services.	Develop a range of active and passive recreational facilities at the former Kialla landfill site	Review the Kialla Landfill Rehabilitation Concept Plan to optimise the public benefit and recreation opportunities derived from rehabilitation works	Works continue to be progressed by the Committee of Management.
Community Life			Integrate the development of the site into RiverConnect activities	Development of the site continues as the Shepparton Botanical Gardens with plantings undertaken and implementation plans on track
Community Life		Develop and promote local community sporting facilities	Develop a sporting facilities master plan for Tatura, which integrates with the current Tatura Park and Howley Complex Master Plans	A masterplan which integrates both Tatura Park and Howley Complex has not been completed to date. The Tatura Park Masterplan was developed in 2006 to coordinate development of the site with relevant user groups. Works to date in 2012/13 include drainage works to support the indoor and outdoor arenas and stables (To be completed by the end of June 2013) and upgrades to Wilson Hall. This Masterplan will be revisited in 2013/14 to progress to completion.
Community Life			Pursue opportunities to have a State/National sporting group using Shepparton as a base for training	Continuing to review potential opportunities however strength lies in attraction of various events to showcase the Shepparton and surrounds sporting facilities.
Community Life			Construct the Kialla Park Bowls Club Covered Outdoor Bowls Facility	Facility Constructed
Community Life			Continue the development of Deakin Reserve	In accordance with the plans for development a Shelter has been constructed. The scoreboard has been replaced.
Community Life			Continue to implement master plans prepared for recreation reserves and sports facilities	This is being progressed through provision of local active open space facilities within the Shepparton North East and South East Growth Corridors. A range of facilities continue to be provided on an annual basis across the whole municipality. Work has commenced on the redevelopment of the netball courts at the Sports Precinct.
Community Life		Develop and promote the Shepparton Sports Precinct as a significant regional Victorian multi-sport complex	In cooperation with local Aboriginal community, develop plans and work towards the commencement of stage one of the development of an Academy of Sports Health and Education (ASHE) Campus	Academy of Sports Health and Education in partnership with supporting organisations have presented business/feasibility plans to potential funding bodies. Awaiting response from "ASHE" to inform of outcomes.
Community Life			Continue to expand regional tennis complex facilities	An application for funding was made to Regional Development Australia (RDA) for RDAF funding in December 2012. The tennis court redevelopment forms part of project funding sought in the application.
Community Life			Develop a high-quality, premier-level rectangular facility that can accommodate expected future growth and a higher profile for soccer	Applications made to both State and Federal Governments for funding assistance towards precinct development. Detailed design has commenced for Community Football Complex for initiation of major works over 2013/14.
Community Life			Develop plans and feasibility studies for the redevelopment of the Shepparton Sports Stadium	Development plan complete. Community consultation to occur during first half of 2013. Grant opportunities being sought.
Community Life			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	Applications made to both State and Federal Governments for funding assistance towards precinct development
Community Life		Develop and pursue strategies to improve community health and wellbeing	Develop a new Universal Access Plan and implement the identified outcomes and objectives	An initial draft Plan was compiled in 2012 and will be reviewed in the quarter of the 2012-13 year with a draft new plan to be presented to Council in June 2013.
Community Life			Implement Municipal Public Health Plan	Council continues to implement actions outlined in the Municipal Public Health Plan 2009-13. Significant work has commenced on planning for the development of the 2013 - 2017 Municipal Public Health Plan.
Community Life			Implement the Positive Ageing Strategy outcomes and objectives	The Positive Ageing Strategy continues to be implemented with the direction from the Positive Ageing Advisory Committee, who annually review the actions of the plan and set priorities.
Community Life			Pursue the highest standard of accessibility and inclusion for all services and activities	The highest standards of accessibility and inclusion have been sought, with a dedicated access and inclusion officer engaged to support activities across council, in addition to the Disability Advisory Committee providing strategic advice on all major undertakings.
Community Life			Support efforts to increase the quality of Aboriginal health outcomes	Rumbalara Joint Working Group is a partnership between Rumbalara Aboriginal Cooperative and Council to foster a cohesive working relationship between the Aboriginal community and Council. This group, comprised of senior representatives meets quarterly to identify issues that may impact the local Aboriginal community and to discuss processes for addressing these matters to advise and direct Council. Yitjawudik Men's Recovery Centre is a 24 hour residential alcohol rehabilitation or a drug dependency problem located in Mooroopna. The centre received funding through Council's Healthy Communities Initiative, Get Moving Greater Shepparton project to develop a community garden to increase physical activity levels and healthy eating outcomes. The community garden has been incorporated into participants rehabilitation program, with produce grown in the garden being utilised for healthy cooking classes onsite. Excess produce is donated to the Mooroopna Food Share. Approximately 16 men have participated in the community garden program to date. BEAT IT, developed by the Australian Diabetes Council is a 12 week physical activity and lifestyle modification program aiming to increase physical activity levels, reduce waist measurements and increase healthy lifestyle behaviours. The program is being delivered through Rumbalara Football/Netball Club to 35 women, participating in twice weekly physical activity/education sessions.
Community Life			Implement Domestic Wastewater Management	Plan is adopted however funding for septic tank audit and review will be required to allow implementation to continue. This is targeted for 2013/14.
Community Life			Implement Food Safety Management Strategy	The Food Safety Management Strategy is being implemented and ensuring all food premises are inspected annually and that food sampling is undertaken of foods from at risk premises.
Community Life			Review the Emergency Management Plan to ensure its ongoing relevance	Through the employment of a shared officer working across Greater Shepparton and Moira Council's a review of Council's abilities to respond to Emergency situations is currently under review along with coordination of the ongoing recovery from the 2012 floods.
Community Life			Implement the Early Years Plan outcomes and objectives	The MEYP was adopted by Council in September 2012. Strategies focus on; giving all children a healthy start to life, supporting children to become confident learners, creating a family friendly community and working with community partners to ensure strategies are well researched, effectively implemented and robustly evaluated. Professional Development has been provided within the early childhood field, pilot projects ('Mother Goose' Enhanced Home Visiting and a Breast Feeding cafe have been commenced. Engagement with the Greater Shepparton Communities for Children committee has further developed partnerships and allowed brokerage funding to contribute to expansion of the Enhanced Best Start Priorities - engagement in Maternal and Child Health and Kindergarten Services.
Community Life			Support and encourage opportunities for constructive and productive youth engagement	Network building continues - Council is working with Word & Mouth, youth sector agencies and state government. The first priority from the Youth Strategy and Action Plan - the creation of a Youth Sector Consultative Group will be initiated in February / March 2013.

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Community Life			Promote riding and walking as viable and attractive alternatives to driving	Pedometer Challenge, Twilight Strolls and Summer Stroll Series all held as well as an additional 70 programs and events promoting healthy lifestyles, many of which were focussed on walking and riding and included the Ride to Work Day.
Community Life		Develop the Shepparton Showgrounds in accordance with the Master Plan	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	Council has been successful in being awarded a grant of \$500,000 from Department of Planning and Development (DPCD) to complete works associated with the new arena. Works will be undertaken in 2013/14.
Community Life			Pursue opportunities for other government funding for the multipurpose exhibition building	Multipurpose building on Archer Street frontage has been completed. Further funding being investigated to enable future works.
Community Life		Embrace and strengthen cultural harmony and diversity	Develop a Cultural Diversity Plan for Greater Shepparton and pursue implementation of any outcomes there from	Implementation against the key actions identified within the Cultural Diversity and Inclusion Strategy continue to evolve, including the development of the 2013 calendar of culturally significant events and cultural awareness training offered to all staff.
Community Life			Engage with the indigenous community to provide improved opportunities and outcomes	Council partnered with the Academy of Sport Health and Education to run a two week mentoring program in September. Participants were placed into different departments within Council in areas of interest to them. The program was deemed an outstanding success as all six students successfully completed the program and learnt many employability skills. The relationships built through this program have continued on as some students mentored helped in in coordinating activities for a Cultural day that GSCC help recently through the LEAD program.
Community Life			Ensure Council activities support and enhance its reputation for cultural harmony and inclusiveness	Council activities continue to support cultural harmony and inclusiveness, e.g. the Emerge Festival, Harmony Day, Refugee Week, Reconciliation Week, Sorry Day and NAIDOC Week. LEAD(Localities Embracing and Accepting Diversity) Council developed and implemented a Council Action Plan focused on ensuring policies and procedures are welcoming and inclusive of all cultures. The development of compulsory EO/LEAD online and face to face training package to be completed by all council staff once every two years. LEAD will continue to work with participating organisations/clubs/schools until December 2013 with the aim to reduce race based discrimination and increase positive diversity. In December, Greater Shepparton City Council won Victoria's Multicultural Excellence Award for Local Government for our strong commitment to developing an inclusive community.
Community Life		Ensure social issues are actively considered when making planning decisions	Develop a range of social planning policies to guide development	Greater Shepparton City Council re-adopted the Greater Shepparton Housing Strategy in May 2011 and implementation continues. All of the changing demographic and social trends in Greater Shepparton have created the need for a diversity of housing options which have been considered as part of the Strategy. There have been no specific social planning policy documents created as social planning has been included into the Housing Strategy.
Community Life			Finalise the integrated planning framework to promote a triple bottom line approach to decision making	Social considerations now form part of delegates report for all council reports/briefings and planning applications
Community Life		Increase education and learning opportunities for our community	Ensure there are opportunities for arts education in the region	SAM continues to offer a dynamic public program including visual art learning links, education workshops, professional development for teachers, and VCE student seminars. Education services at SAM include a range of guided talks for VCE, VELS and AusVELS coursework as well as post compulsory education and early childhood sectors. SAM is committed to working with schools in our region to support greater participation in arts learning. Greater Shepparton City Council also provide annual "Arts in the Community" grants.
Community Life			Continue to work with education providers to increase the range of locally available education options and promote life long learning	Leadership group objectives have been integrated into education champions group. It is envisaged that a target for tertiary education enrolments of 200 additional enrolments will be set by the group prior to 30 June 2013..
Community Life			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	Greater Shepparton Greater Future document finalised and ministerial brief being continuously updated. Meeting held with Ministers Hall and Lovell to discuss education outcomes for Greater Shepparton.
Community Life		Provide a safe and family friendly community	Encourage the use of CPTED principles in design and construction of capital projects, private developments and major developments	CPTED (Crime prevention through environmental design) is captured as part of the design and risk audit processes in the peer review for design and delivery of project.
Community Life			Finalise a Community Safety Plan and pursue implementation of the outcomes through the Community Safety Committee	Funding was obtained from the Department of Justice to support the establishment and implementation of the Safer City Camera Project. It is anticipated that stage 1 of the network coverage area will be launched in September 2013.
Community Life			Work with all relevant agencies to promote the Community Safety Plan objectives and activities	The Greater Shepparton Safer Communities Advisory Committee continues to meet on a quarterly basis, to deliver initiatives out of the Safer City Strategy 2011-14. Some recent achievements include: In 2011 implemented the Night Life Radio network to enhance communication between late night venues/clubs and Victoria Police. Completion of the Monash Tunnel Art project in 2012. Continuing support to safe driver programs such as "Cool Heads, L2P and Ready to Drive". The implementation of the "Get Home Safely" campaign in 2011, a public awareness campaign to advise late night venue patrons of transport options to reduce incidents of patrons walking home and loitering in streets trying to find transport and a successful application to the Department of Justice for \$250,000 to support the implementation of the Safer City Camera project anticipated to be operational in September 2013.
Community Life		Provide affordable and sustainable community services	Review the needs of the community for the variety of services provided to seniors	Services to seniors are reviewed regularly and continue to be delivered in line with funding body guidelines. A waiting list for Home Care Services has been developed due to the reduction in indexation and the inability to fund from Council resources.
Community Life			Utilise a community development model to support relevant groups in the pursuit of their objectives	Council continues to offer the Community Matching Grants program which is designed to support projects originating from the Greater Shepparton community, which build new social connections and partnerships within communities, or reinforce those that already exist.
Community Life			Review the provision of library services, including potential partnerships	Greater Shepparton City Council continues to contribute to the Goulburn Valley Regional Library partnership with Moira Shire and Strathbogie Shire.
Community Life			Monitor and appropriately support the provision of adequate quality children's services	The provision of services is constantly monitored to ensure relationships are maintained, challenges addressed through support networks and ongoing opportunities for improvement are identified and managed appropriately to ensure delivery of quality services to the community.
Community Life		Redevelop Aquamoves as a regional community aquatic facility	Complete the construction of the leisure pool and splashpark	Leisure Pool and Splash Park have been completed.
Community Life			Seek additional funding from other levels of government to progress the Aquamoves Masterplan , with a priority on car parking	With the exception of the car park, Stage 1 Aquamoves Master Plan developments are all complete.
Community Life		Redevelop the Victoria Park precinct	Deliver the Victoria Park Master Plan, with an emphasis on the redevelopment of the lake	This is an ongoing project with a Council Briefing scheduled in February and March 2013.

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Community Life			Seek funding opportunities from other levels of government to progress the master plan as quickly as possible	This is an ongoing project with a Council Briefing scheduled in February 2013. Funding of \$90,000 obtained through the Department of Primary Industries for the development of the Western Park area adjacent to the the Grassy Knoll and playground.
Community Life		Value Arts and Culture as an integral part of a dynamic community	Complete a feasibility study into the construction of a new art gallery	Staff continue to to investigate and scope a feasibility project for the future location of SAM with further work to be undertaken in 2013/14.
Community Life			Continue to support and promote events including SheppARTon Festival, Sidney Myer International Ceramics Award, Indigenous Ceramics Award, Australian National Piano Award and others	Continue to support and promote events including SheppARTon Festival, Sidney Myer International Ceramics Award, Indigenous Ceramics Award, Australian National Piano Award and others
Community Life			Develop a comprehensive Arts and Culture Policy and Strategy for Greater Shepparton and pursue implementation of any identified outcomes	An Events and Tourism Strategy was developed and adopted by Council in 2011. A cultural diversity and inclusiveness strategy we adopted in March 2012. Development of a combined Arts and Culture Policy and Strategy has not been achieved with a separate Cultural strategy being adopted. A separate strategy will be developed for Arts by December 2013.
Community Life			Ensure that the Performing Arts and Art Gallery activities continue at a high level and provide diverse programs	Under the Riverlinks brand, Council continues to program a diverse season of performing arts in conjunction with commercial touring shows and community partnership performances. This has resulted in a dynamic season that appeals to a broader range of audiences. The SAM annual program has been refined to offer three major exhibitions, 2 community exhibitions and a range of shows that showcase the existing collection. This shift in programming means fewer exhibitions of longer duration enabling greater promotion of the events. It is a model that has been adopted widely in public galleries and is generating increased audiences.
Community Life			Pursue implementation of outcomes of the Arts and Culture Review	The cultural strategy developed in 2010 includes objectives that are currently being actioned. The strategy will be reviewed and updated in 2013-14.
Community Life			Pursue the provision of public art in a wide variety of locations throughout Greater Shepparton	Successfully completed the mural painting in the Monash Park underpass.

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Council Organisation and Management	Council will deliver best practice management, governance, administrative and financial systems that support the delivery of council programs to the community of Greater Shepparton.	Develop strong partnerships with the State and Federal Governments	Continue to demonstrate our capacity to effectively deliver programs and activities in partnership with other levels of government	Council has received numerous government grants to deliver both operating programs and capital works. Officers continue to negotiate with various government departments and agencies in relation to ongoing funding opportunities and other partnerships.
Council Organisation and Management			Continue to promote Greater Shepparton as an important regional centre, with the capacity to support significant population growth	Council is part of Regional Cities Victoria which continues its pursue to recognise Regional Cities as important parts of Victoria. Council also engages with politicians and Victorian government agencies on a regular basis. Council has made a submission to the Victorian Government recently released "Metro" strategy indicating that Greater Shepparton is an important regional centre.
Council Organisation and Management			Engage Victorian and Australian politicians in the pursuit of community priorities	Council continues to take opportunities to meet with both Federal and State Politicians in various locations to ensure that the regions interests on numerous issues are continually reviewed. Visits to the region enable Ministers to review first hand the issues facing our region. Council continues to host regular Ministerial visits from Ministers Napthine, Powell, Ryan, Lovell and MLC Damian Drum. in the past six months. In addition meetings have been held in Melbourne with Ministers Napthine, Hall and Mulder. A visit was also made by the the Shadow Minister for Justice, Michael Keenan and The Hon Sharman Stone. Issues covered include Greater Shepparton Greater Future, Crime Prevention, Regional Cities Victoria,
Council Organisation and Management		Engage our community when making decisions	Adequately support and resource community engagement activities	Council staff undertook an extensive community engagement process to help shape the development of the 2013-2016 Council Plan. This process engage with over 10,000 residents and included visiting approximately 200 community events/meetings/activities throughout the months of July and August to gauge community ideas about how we can make greater Shepparton an even greater place. An overwhelming response was received with almost 2,500 surveys submitted.
Council Organisation and Management			Adopt and implement the Community Engagement Strategy	The Community Engagement Strategy was adopted on 7 July 2009 and supporting Community Development Framework was adopted on 16 November 2010. A significant number of consultations where held during 2012 ranging from smaller neighbourhood level to special interests groups and more broader topics. An example of some consultations include: the development of community plans, the review of community plans, flood recovery BBQ's, Stuart Park Reserve, Monash Park Muriel, north and south Shepparton town entrances.
Council Organisation and Management		Ensure our long-term strategic vision for Greater Shepparton remains relevant and accurate	Actively participate in the development of the Hume Region Sustainable Communities Strategy	Draft Hume Regional Growth Plan complete with Council actively being involved in its development.
Council Organisation and Management			Review the Greater Shepparton 2030 Strategy	Greater Shepparton 2030 review to be undertaken in 13/14 financial year in coordination with a review of the Greater Shepparton Municipal Strategic Statement (MSS) and will reflect the current council aspirations and provide an updated document based on substantial strategic work undertaken over past five years.
Council Organisation and Management			Finalise the Foodbowl Regional Transport Strategy	This strategy 'Northern Victoria Regional Transport Strategy' was finalised in September 2009.
Council Organisation and Management		Provide best practice management and administrative systems and structures to support the delivery of Council services and programs	Develop and implement systems and procedures to ensure that Council decision making remains transparent and accountable to the community	Councils Citizen Services and Infrastructure Services areas are currently reviewing the software packages Confirm, Pathways and Merit to ensure that maximum benefit is being made of the packages across the organisation to support the provision of best practice services. Integrated business software that will provide business planning, coordination and reporting provisions for the organisation to improve the reporting requirements to Council and the community has been purchased. Working groups continue, under the newly implemented structure, to implement the transition plan tasks which were assigned as part of the organisational review conducted in 2012.
Council Organisation and Management			Maintain the Council's position as an industry leader in the identification and management of risk	The introduction of "The Vault" risk management software solution is due to commence in February 2013. The availability of this system will enable council to have an easily managed database which will be utilised to collect information and manage the identified organisational risks. The outcomes of recent audits undertaken throughout council will be incorporated into "The Vault" along with issues that arise from future incidents and audits to enable monitoring of actions taken by assigned staff to manage the risks identified.
Council Organisation and Management			Ensure the integrity of Council's records	Council is a member of the MAV Step Program which monitors Council's compliance with legislative requirements and best practice.
Council Organisation and Management			Review our information services strategy to ensure organisational efficiencies are maximised and the community's expectations are met	A new Information Communications and Technology Strategy has been prepared and is to be presented to Councillors in February 2013. The Strategy will be incorporated into the Strategic Resource Plan.
Council Organisation and Management			Implement and promote a Sustainable Purchasing Policy	Sustainable Purchasing Policy is being incorporated into the Procurement Policy, with changes proposed to be affective as at 1 July 2013
Council Organisation and Management			Continue to implement our strategic human resources plan and recognise the value of our staff	Ongoing delivery of support to the organisation is being provided to assist in the transition to the new establishment. Support ongoing in relation to the provision of organisational learning to ensure staff are well supported across the organisation.
Council Organisation and Management		Pursue organisational development and improvement	Promote continuous improvement throughout the organisation	Under the new organisational structure an new area has been created which will concentrate effort on the provision of continuous improvement. The completion of tasks associated with the transition plan, currently underway, will lead the organisation into a framework of business plan development and service review that will provide a valuable internal look at the services delivered to and for the community . This will ensure that through the development of supportive policy, process and procedures, structures and services to deliver best value to the community will be established.
Council Organisation and Management			Promote an organisational culture of effective decision making and inclusiveness	Organisational scan completed. The organisation Transition Plan was adopted by Council at its meeting of July 17th 2012. The management plan continues to be implemented with 40 of 117 identified tasks now complete and many more well progressed. A great deal of work continues throughout the organisation cementing the new structure and implementing the positive lessons learnt from the scan and opportunities that have been identified over the past year. Various communication tools are being used in ongoing implementation of change.
Council Organisation and Management			Continue to promote the Council's "Customer First" commitment	As a continuation of the organisational scan and reorganisation that has taken place strategies are being reviewed with a focus on strengthening our Citizen Services relationships across the whole of organisation.

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Council Organisation and Management			Encourage and provide training opportunities for councillors and staff to increase their knowledge and skills	Extensive training has been undertaken as part of the induction program for councillors following the Local Government Elections. Corporate training continues to be provided and under a review of training provision mandatory training continues to be delivered and added to the ongoing training delivery program. Regular briefings of Councillors occurs weekly.
Council Organisation and Management		Review the Council's financial model for long term sustainability	Continue to lobby Victorian and Australian governments for a more suitable local government funding model	With the formation of the Joint Select Committee of Federal Parliament to continue the review relating to Constitutional Recognition of Local Government, the new Council have been briefed and lodged a submission to the committee. The aim of the currently proposed amendment to the constitution is to provide for financial recognition of local government. This change would reinforce the current practice where the Federal Government directly fund local government where appropriate to do so. It is expected that the committee will make a recommendation shortly following the closure of submissions on February 15th.2013. Council staff have also commenced a review of the Strategic Resource Plan to ensure a long-term financial model is adopted as part of its 2013-17 Council Plan including funding from all sources.
Council Organisation and Management			Develop a long-term financial plan	A new and more comprehensive Strategic Resource Plan (incorporating a long term financial plan) is under development for the consideration of the Council as part of the Council Plan. The Council Plan and subsequent Strategic Resource Plan inform the annual budget process.
Council Organisation and Management			Review the "user pays" system for fees and charges	Established practices review "user fees and charges" comprehensively each year as part of the development of the annual budget. Proposed fees and charges are incorporated into the Annual Budget and are available for public inspection prior to adoption by Council.
Council Organisation and Management			Review the Council's Rating Strategy	The development of a new Rating Strategy is in progress in consultation with the Rating Strategy Reference Group. The draft Rating Strategy is to be presented to Council in February before being place on public exhibition in March 2013.

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Economic Development	Council will promote economic growth, business development and diversification, with a focus on strengthening the agricultural industry.	Develop a mix of sustainable tourist attractions, festivals and events	Continue to increase the breadth and quality of major events held throughout Greater Shepparton	The events season includes a diverse program of sports, arts, agriculture, business and cultural events. Work will continue on strategic events calendar management to offset seasonality and support visitation and participation throughout the year. Greater Shepparton has taken the strategic position to generate brand awareness of and encourage visitation to our key attractions including SAM, Kidstown, Tatura Park, Shepparton Showgrounds and sporting facilities.
Economic Development			In partnership with tourism business operators, implement a leadership development program	GSCC supported the GRVT Tourism Industry Leadership Program in 2012. Six individuals from Greater Shepparton participated in the program from Industry, Council and a VIC Volunteer.
Economic Development			Review the tourism and major events strategy	Council is currently operating within the 2011-2014 Tourism & Events Strategy. Work will commence in 13/14 to develop the Arts, Events & Tourism Strategy.
Economic Development			Undertake a feasibility study for the development of a new Visitor Information Centre	The VIC services approximately 50,000 enquiries in the 2012 year. The VIC achieved finalist status in the 2012 Victorian Tourism Awards behind National winner - Frankston. It is proposed that the feasibility study for the VIC be addressed within a Greater Shepparton Destination Management Plan and will include a review of the location, service offering and potential colocation with an interpretive experience. Given Shell lease is set to expire in 2017, this work is planned to be completed within the 14/15 year.
Economic Development		Develop and pursue strategies to protect and enhance our irrigation based agricultural economy.	Finalise and adopt a Regional and Rural Land Use Strategy	Regional Rural Land Use Strategy still with Minister pending approval.
Economic Development			Continue to engage the other levels of government in relation to water reform, to ensure that the long term interests of the Goulburn Valley are protected and enhanced	Decisions were made to wait for the Murray Darling Basin Plan final report to ensure our study was consistent with this. The next step is to update the report to reflect/align with MDBP and then take to a Council meeting for adoption.
Economic Development			Work with "Foodbowl Unlimited" to promote further agricultural development, growth and investment	Lobbied for completion of Stage 2 of NVIRP project. Working with University of Melbourne (UOM) for funding for Dookie 21 - to aspire to produce double the food with half the water and energy.
Economic Development			Work with the Irrigation Technologies Cluster and industry to promote on-farm efficiencies through irrigation technologies	Working with growers and processors to identify new diversification opportunities particularly with review of SPCA markets.
Economic Development		Ensure a coordinated and effective approach to economic and tourism development is maintained at all times.	Promote the quality of local arts and cultural activities and events	GSCC continues to participate in a range of cooperative marketing activities with industry, GRVT and amongst GSCC attractions and experiences. In 2012 GSCC release the 2013/14 official visitors guide. The OVG focusses on the diversity of our tourism experiences under the following product segments; Arts & Culture; Food, Wine & Farm Gate; Motoring; Family Friendly; Nature Based; History & Heritage; Cycling; Walking; Small Towns & Events. In 2012/13 there has been an increased focus on marketing and promoting our existing events and experiences.
Economic Development			Pursue the establishment of a regional tourism association	In 2012 GSCC signed an extension to the MOU with partner councils; Murrindindi, Mitchell & Strathbogie supporting Goulburn River Valley Tourism (GRVT) as the regional peak tourism body through until June 2015. GRVT continues to promote the region, support industry development and lobby government for the support and formation of a recognised tourism region.
Economic Development			Review the effectiveness of joint marketing and development initiatives with industry and other stakeholders	Working with SPCA to market and showcase the Goulburn Valley as thriving community and an agricultural hub.
Economic Development			Continue to pursue the sports decentralisation project	Council continues to support the Sports Decentralisation Project attracting a range of sporting events to the Greater Shepparton region and showcasing our diverse range of state, national and international standard sporting facilities. In late 2012 the events team commissioned a facilities capability assessment to assist in the competitive process.
Economic Development		Establish the Goulburn Valley Freight Logistics Centre to improve the efficiencies and competitiveness of regional business.	Complete detailed design for Stages 1 to 3	Concept/functional design for the 6 stages are complete. A detailed design is required for stages 1 to 3. The detailed design for stage 1 is now complete. Detailed design for the remaining stages 2 and 3 is awaiting formal sign off from the rail authorities which is expected by March 2013.
Economic Development			Continue to lobby for funding for further stages	Currently updating State and Federal Governments regarding status of the project and investor status.
Economic Development			Develop and market the GVFLC	Currently in continual discussions with three potential investors. Continuing to market the precinct.
Economic Development			Develop and sell or lease Stage 1	Development/construction will commence following sale or lease of lot.
Economic Development			Secure funding for Stage 2	This will not commence until investor secured and construction planned.
Economic Development		Pursue opportunities to increase the range of businesses and industries in the region, to further strengthen our economy.	Develop and adopt an industrial land strategy	Industrial Strategy adopted by Council. Planning Scheme Implementation to commence April 2013.
Economic Development			Continue to develop and implement a range of business expansion and retention initiatives	Greater Shepparton Business Centre incubator and training service. E-newsletter monthly. Networking opportunities - GV BRaIN
Economic Development			Continue to implement the recommendations of the Economic Development Strategy	Leadership in economic development opportunities, working to grow existing business and attract new business, lobby for improved rail services, support viability of CBD and promote Greater Shepparton as a place to live, work, invest, GV Link and Tertiary Education.
Economic Development			Continue to work with Regional Development Victoria and other government agencies to identify and attract new businesses	Working with DBI and RDV to provide incentives for new investment, relocation and expansion of existing business. E.g. Bega/ACM/Unilever & Pentel Soaps.
Economic Development			Undertake an industry opportunity analysis	Working with DBI and RDV to identify industry opportunities - particularly in horticulture diversification.

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Environment	Council will conserve and enhance significant, natural, environmental and cultural heritage.	Enhance the community's use and appreciation of the Goulburn and Broken rivers	Acknowledge and appreciate the value placed on the rivers by local Aboriginal people and promote an active park management role for the Aboriginal community	Working relationships have been established through the River Connect Project with the local Aboriginal community to assist in consideration of recognition of all Cultural interests. River connect works closely with the GBCMA, Parks Victoria and local aboriginal communities to ensure appropriate management roles. The local aboriginal community are consulted in relation to developments by direct consultation, through the Cultural Heritage Management Plan (CHMP) process, or members of the community engaged on steering committees where relevant.
Environment			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	Council strongly supported the establishment of the Shepparton Regional Park and teh Lower Goulburn National Park and Council provides a financial contribution towards the GBCMA Cultural Heritage Officer and receives services such as the development of Cultural Heritage Management Plans in return.
Environment			Work on the integration of the river environs with all other relevant activities, strategies and projects	River connect program is undertaking relevant programs
Environment			Encourage all relevant parties to endorse the principles of RiverConnect and commit resources	River Connect continues to connect with relevant parties to achieve an appreciation of the river environs
Environment			Support the RiverConnect project with financial and political resources	These programs are currently being supported
Environment		Identify and respect our significant cultural and environmental assets	Engage and cooperatively with the Aboriginal community to identify and preserve their culture	Close links have been established with the local aboriginal community who are consulted in relation to developments throughout Greater Shepparton by direct consultation, through the Cultural Heritage Management Plan (CHMP) process, or members of the community engaged on steering committees where relevant. The Greater Shepparton Environmental Sustainability Strategy - Discussion Paper has been released to the community for feedback following review by Council. Following receipt of feedback work will be undertaken to finalise a draft Strategy for further public comment later in 2013.
Environment			Complete and implement heritage study 2B	Heritage Study 2B currently before a planning panel. Panel report expected May 2013
Environment			Review and implement roadside management plans	Council is currently developing a Pest Plant and Animal Plan in conjunction with Moira Shire with funding from the State Government
Environment		Promote and demonstrate environment sustainability	Develop a community bus network	A community Bus network from small outlying towns was trailed as part of Transport Connections Phase 2. It did not have the patronage that was required to make it viable over the medium term, hence funding for the service ceased.
Environment			Develop a policy to ensure that development applications include sustainable environment management plans and incorporate sustainable building design concepts	A group of Metropolitan Councils have recently exhibited a policy for ESD to be incorporated into planning decision making. This will be a test case for others to implement should the minister support the policy. ESD has been viewed as a building related issue rather than being included at the planning decision phase.
Environment			Continue to implement the objectives International Cities for Climate Protection Plus program	The CCP program is no longer operating however Council is continuing to implement objectives of sustainable water and energy use across the organisation
Environment			Continue to implement the Sustainable Water Use Plan and Stormwater Management Plan	Council continues to implement priorities within the Sustainable Water Use Plan and the Stormwater management Plan. Both these Plans are due for review and internal funding will be sought in the 2013/14 financial year to undertake these reviews. Waste management strategy currently under review and approved document expected Sept 2013.
Environment			Develop and implement a new one million plants plan	The one million plants plan has been finalised did not reach its intial targets due to drought over a number of years. Council's native vegetation planting strategy will be reviewed.
Environment			Promote and support community solar projects	Council has supported a community solar group to obtain funding (this has been achieved)
Environment			Pursue renewable energy objectives and work towards the supply of all Council sites with 100 per cent "green" electricity	Council currently purchases 10% green power and has been concentrating on improving its energy sustainability. Council continually assesses the energy usgae of its larger facilities and has implemented a number of energy saving features in each of these, eg voltage management in the Welsford Street office, solar panels at Doyles Road Complex and a co-generation plant is to be installed at Aquamoves.

Key Strategic Objectives Council Plan

Goals	Goals Description	Key Strategic Objectives	The next four years	Progress
Infrastructure	Council will provide urban and rural infrastructure to enhance the performance of the municipality and facilitate growth.	Provide affordable and sustainable community infrastructure	Complete the North Shepparton Community Hub	North Shepparton Community Hub has been completed.
Infrastructure			Complete a review of public toilet infrastructure	Review has commenced and a preliminary report is pending for Council's April 2013 Meeting.
Infrastructure			Develop a joint funding model for a Katandra Community Centre and pursue funding	Funding options have been identified and applications made to both State and Federal Governments to support development in 2013/14.
Infrastructure			Establish set service levels for rural roads	Council staff are currently near completed the first Maintenance Service Level Plan which will clearly define Council's intervention levels for delivering maintenance on road and reserve assets. These service plans will have a lower intervention level than the Road Management Plan.
Infrastructure			Complete activity management plans for all Council Assets	The following Asset Management Plans have been completed, Parks and Open Space, Transportation, Aquatics, Sport and Recreation, Buildings, Fleet and Plant, Drainage and Information Communications Technology.
Infrastructure		Pursue construction of the Shepparton bypass and second river crossing on the Goulburn Valley Highway.	Continue to lobby for the construction of the Shepparton Bypass and second river crossing	Shepparton Bypass forms part of Victoria's submission to Infrastructure Australia for consideration as part of Nation Building 2
Infrastructure			Identify the impacts on local roads and negotiate an outcome with VicRoads that maintains the level of service for these roads	Shepparton Freight and Land Use Study underway. Funded by DOT. Expected completion April 2013 for Council consideration
Infrastructure			Pursue the completion of environmental works in readiness for the construction	Awaiting advice on requirements with no action to date.
Infrastructure		Pursue duplication of major highway entrances to Shepparton and Mooroopna	Support VicRoads in seeking funding for the duplication of Benalla Road from Florence Street to DoYLES Road	VicRoads awarded a construction contract in January 2013 with works commencing onsite in February 2013 for an estimated cost of \$4.9M. Due completion date is June 2013. Council has contributed \$400k to the drainage and service road construction.
Infrastructure			Work with VicRoads to establish a business case for the duplication of McLennan Street from Echuca Road to Excelsior Avenue	Shepparton Bypass forms part of Victoria's submission to Infrastructure Australia for consideration as part of Nation Building 2. Timing for construction is indeterminate but Council has endorsed and supports the Shepparton Bypass action group chaired by Council appointed Peter Johnson.
Infrastructure		Pursue the "Foodbowl Alignment" as the preferred Melbourne to Brisbane inland rail route	Actively participate in the Foodbowl Inland Rail Alliance	Council continues to participate in Alliance.
Infrastructure			Continue to lobby for the Melbourne to Brisbane inland rail route to be constructed along the "Foodbowl Rail Alignment"	Council made a submission to the Federal Government investigations into the inland rail in August 2012.. Council held a forum for community members at which presentations relating to the possible benefits an inland route would provide to the Greater Shepparton region were explored.
Infrastructure		Undertake beautification works for the main streets and entrances to urban areas and townships	Continue the program of small town entry landscaping and signage works	Under Entry Signs have been installed. Design in progress for Toolamba Entry Signs. Murchison Community Plan Committee pursuing landscaping design for possible works in 2013/14.
Infrastructure			Work with VicRoads to develop a landscaping strategy for Numurkah Road Shepparton	Meeting has been held with Vic Road. Draft landscape plan has been prepared and is subject to future consultation.
Infrastructure			Undertake a review of parking in McLennan Street Mooroopna	Parking usage survey undertaken in Aug 2009 of Mooroopna CBD. Results indicated a usage factor of 50% suggesting parking capacity adequate.

Key Strategic Objectives Council Plan

Goals	Goals Description	Key Strategic Objectives	The next four years	Progress
Settlement and Housing	Greater Shepparton City Council is committed to growth in a consolidated and sustainable development framework.	Encourage innovative, appropriate, sustainable and affordable housing solutions.	Adopt a Housing Strategy and implement the recommendations	The Greater Shepparton Housing Strategy was adopted June 2011. The provisions of the Greater Shepparton Housing Strategy have been integrated into the Greater Shepparton Planning Scheme through Amendment C93 on 21st June 2012. These provisions can now be taken into consideration in the assessment of all future planning permit applications related to settlement and housing.
Settlement and Housing			Complete structure plans for growth areas including developer contribution plans.	Shepparton South East Precinct Structure Plans(PSP) underway - to be completed by the end of 2013. Shepparton North East PSP also underway with expected completion by the end of 2013.
Settlement and Housing			Engage stakeholders to ensure that growth management plans incorporate user views on priorities, infrastructure needs and future demand.	Developers continue to be involved in the preparation of the PSPs to ensure that the DCPs are affordable and make efficient use of land and minimise cost of Infrastructure.
Settlement and Housing			Review Municipal Strategic Statement	MSS review to be completed after 2030 review. However, sections of the MSS have been updated as strategic work is completed, i.e. rural, housing strategy and industrial strategy. Retail strategy to be undertaken in 2013, will also update retail section of MSS when complete
Settlement and Housing		Revitalise and promote the Shepparton CBD as the region's premier retail and entertainment destination.	Continue implementation of CBD Strategy recommendations with a priority on CBD parking	Retail strategy to commence in 2013. Bus Interchange and Maude Street concept designs nearing completion
Settlement and Housing			Develop a process whereby developers are encouraged to acknowledge Aboriginal heritage and presence in urban design	Close links have been established with the local aboriginal community who are consulted in relation to developments throughout Greater Shepparton by direct consultation, through the Cultural Heritage Management Plan (CHMP) process, or members of the community engaged on steering committees where relevant.
Settlement and Housing			In conjunction with the Victorian Department of Transport redevelop the public transport interchange in the CBD	Bus interchange and Maude Street concept designs to be completed in March 2013. Community consultation to commence in May-June 2013 following presentation to Council on 16 April 2013.
Settlement and Housing			Encourage greater retail diversity	Shepparton Show Me, Summer and Winter City Markets, CBD Event Coordination and economic modelling completed on Maude Street Mall options.
Settlement and Housing			Lobby the Victorian Department of Transport to redevelop the Shepparton Railway Station precinct, to improve access to and from the CBD	Stage 3 of Vaughan Street redevelopment to look at access from rail precinct into CBD. Also looking at VicTrack land on Railway Parade.

Key Strategic Activities Budget

Budget 2012/13					
	Key Strategic Activities	Performance Measure	How data is reported	Target Date	Current Status
Settlement and Housing					
Commitment to growth within a consolidated and sustainable development framework.	Encourage innovative, appropriate, sustainable and affordable housing solutions.				
		Implement recommendations from the Councils adopted Housing Strategy	Develop an implementation plan/work program addressing short and medium term recommendations and provide an update report to Council	Jun-13	Building better regional Cities (for Mooroopna West Growth Corridor) and implementation progressing. Expected to reach agreement with developers to deliver the project by the end of March 2013. This project will deliver approximately 100 new homes for low to moderate income families.
	Encourage sustainable municipal growth and development				
		Complete Structure plans for growth areas, including Developer Contribution Plans (DCP's)	Complete North East and South East Growth Corridor structure plans and DCP's and present to Council for endorsement	Jun-13	Shepparton South East Precinct Structure Plan (PSP) is underway and is expected to be completed by the end of 2013. Shepparton North East PSP also underway. Expected completion end of 2013. Various developers continue to be involved in the preparation of the PSP's to ensure that the DCP's are affordable and make efficient use of land and minimise cost of Infrastructure.
			Commence Shepparton East interface investigation.	Jun-13	Deferred from 2012/13 until 2014/15 to allow for implementation of C162 (Industrial Strategy), the GBCMA Flood Study and the VicRoads Doyles Road duplication study.
	Revitalise and promote the Shepparton CBD as the region's premier retail and entertainment destination.				
		Develop a process whereby developers are encouraged to acknowledge Aboriginal heritage and presence in urban design to enhance the visual appeal of the Central Business District (CBD).	Develop and present a to Council report which: 1. Develop guidelines to encourage local Aboriginal community advice being sought in Aboriginal culture design as part of future developments and	Jun-13	Close links have been established with the local aboriginal community and they are consulted in relation to developments throughout Greater Shepparton.
			2. Include Aboriginal heritage the PSP and DCP developmental processes.	Jun-13	Through the established links with the aboriginal community Aboriginal Heritage is now included in developmental processes.
	Provide affordable and sustainable community infrastructure.				
		Develop a joint funding model for a Katandra Community Centre and pursue funding.	Complete the Katandra West Community Plan to establish the priority of the Community Centre. Present to Council for endorsement.	Sep-12	Katandra West Community Plan Developed and presented to Council and endorsed on 19 February 2013.

Key Strategic Activities Budget

Budget 2012/13					
	Key Strategic Activities	Performance Measure	How data is reported	Target Date	Current Status
Community Life					
Enhance social connectedness, physical and mental health and wellbeing, education and participatory opportunities in order to improve liveability and a greater range of community services.	Embrace and strengthen cultural harmony and diversity				
		Implement Year 1 actions from the adopted Cultural Diversity Strategy, to progress and enhance Councils reputation for cultural harmony and inclusiveness.	Report to Council	Jun-13	Officers are working closely with CALD (Culturally and Linguistically Diverse) service providers to successfully deliver multicultural events and inclusive programs. Report to be presented to June 2013 Council meeting.
	Increase education and learning opportunities for our community				
		Continue to work with education providers to increase the range of locally available education options and promote lifelong learning.	Report to Council on the progress of the implementation of Tertiary Education Strategy.	Mar-13	Work undertaken with LTU, GOTAFE and UOM to develop 'Keys to your Success' prospectus – a guide to tertiary education in Greater Shepparton. This was developed, printed and distributed to all schools. Currently working with Shepparton Education Group to increase tertiary education aspiration and participation rates.
	Develop and persue strategies to improve community health and wellbeing				
		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 wellbeing focusing on physical education, nutrition and on-going capacity building.	Government Reporting Framework	Jun-13	Get Mooving Greater Shepparton is in full swing with a number of programs well into implementation. The Beat It program promoting better health through physical activity and nutrition has been running right across the municipality with amazing results and really positive feedback, support has been provided to a number of community garden projects and the Activities in the Parks program and Community Kitchens program is preparing for implementation over the next couple of months. Further to this experts have been engaged to provide advice and direction into the feasibility of the development of a regional community garden at Kidstown and how that could support regional food security issues as well as a sustainable education and tourism opportunities for the playground.
	Provide affordable and sustainable community services				
		Undertake a comprehensive community engagement process to determine levels of service across the organision Departments to inform the development of service plans that align with community expectations in relationship to cost and quality of service delivery.	Organisational Service Plans completed.	Dec-12	Deferred due to commitment to implementation of the new organisational structure including recruitment of key staff. The provision of departmental business plans will be developed in conjunction with the adoption and implementation of the Council Plan 2013-14 to 2016-17 and service planning will follow during the 2013-14 year.

Key Strategic Activities Budget

Budget 2012/13					
	Key Strategic Activities	Performance Measure	How data is reported	Target Date	Current Status
Enhance social connectedness, physical and mental health and wellbeing, education and participatory opportunities in order to improve liveability and a greater range of community services.	Value Arts and Culture as an integral part of a dynamic community				
		Deliver a major international exhibition of Japanese prints in partnership with the Museum of Fine Arts, Boston.	Report to Council on visitor numbers/ticket sales, workshop attendance, education program attendance and visitor survey responses.	May-13	The exhibition "Golden Age of Color" prints Ukiyo-e from The Museum of Fine Arts Boston to be presented from 8th March to Sunday 2nd June 2013. Report will be presented to council at the completion of the exhibition.
		Deliver an expansive public and education program alongside the exhibition focusing on Japanese cultural history and designed around current Victorian education curricula	Report to Council on visitor numbers/ticket sales, workshop attendance, education program attendance and visitor survey responses.	Jun-13	Education program developed for roll out in conjunction with the exhibition.
	Revitalise and promote the Shepparton CBD as the region's premier retail and entertainment destination.				
		Continue implementation of CBD Strategy recommendations with a priority on CBD Parking	Report to Council to adopt Shepparton Retail Strategy.	Feb-13	Retail Target date not met. Strategy to commence in 2013. Bus Interchange and Maude Street concept designs are nearing completion.
			CBD Issues and Options Paper report to Council.	Feb-13	Target date not met. Awaiting further progress on draft retail strategy
			Commence implementation of recommendations from the Victoria Park Issues and Options Paper, within budget provisions.	Feb-13	Target date not met. Briefing of Councillors underway with further development currently under consideration as part of 2013-14 budget deliberations.
			Publish and updated Shepparton CBD Parking Map.	Dec-12	Target date not met. Design complete. Printing and distribution will occur prior to June 2013.
			Seek authorization from the Minister for Planning for an amendment to the Cash in lieu of car parking rate - report to Council	May-13	Target date will not be met as further work is required on justification prior to amendment being submitted.
			Installation of new parking and wayfinding signage in the CBD.	Jun-13	Project has been deferred as part of December budget review.
Environment					
Conservation and enhancement of significant natural environments and cultural heritage.	Promote and demonstrate environment sustainability				
		Promote and support community solar projects	Commence the installation of environmental utility management improvements at Aquamoves including report to Council.	Jun-13	Council has applied to the Federal Government for funding to assist with the project, plans prepared will be advertised for tender before the end of June 2013.
		Adopt and Environment and Sustainability Strategy.	Report to Council	Jan-13	Report presented to the February 2013 Council meeting to allow the Discussion Paper to be released for community feedback.
	Community Life				
		Review of Domestic Animal Management Plan	Review completed December 2012 and report to Council in January 2013.	Jan-13	Target date not met however approval has been obtained from Department of Primary Industry to defer this review for completion by 30 April 2013.

Key Strategic Activities Budget

Budget 2012/13					
	Key Strategic Activities	Performance Measure	How data is reported	Target Date	Current Status
Infrastructure					
The provision of urban and rural infrastructure to enhance the performance of the municipality and facilitate growth.	Pursue duplication of major highway entrances to Shepparton and Mooroopna				
		Work with the community and VicRoads to ensure the delivery of the Midland Hwy duplication between Florence St and Doyles Rd.	Landscaping, pedestrian and cycle access and service rd issues resolved and construction underway during 12/13.	Jun-13	Work commenced February 2013 to finish just prior to Doyles Road. Council officers will work with VicRoads to coordinate development.
	Undertake beautification works for the main streets and entrances to urban areas and townships				
		Continue the program of small town entry landscaping and signage works	Renew the Murchison Town entry signs	Jun-13	The Murchison Community Plan Steering Committee is working in partnership with council to review landscaping treatments to Murchison town entrances and design proposals and funding options will be further considered in 2013/14
		Work with VicRoads to develop a landscaping strategy for Numurkah Road Shepparton	Complete the Numurkah Rd landscaping North of Balaclava Rd.	Jun-13	A meeting has been held with Vic Roads. Consultation and development of Landscape plan concluded with plan adopted by Council in 2012. Minor works will be completed prior to 30 June 2013 with balance of implementation subject to funding.
	Provide affordable and sustainable community infrastructure				
		Complete a review of Public Toilet Infrastructure	Report to Council on the priority strategic program for public toilets.	Jun-13	Internal review underway following request by Council. Report to be presented to April Council meeting.
		Establish a set of service standards for rural roads.	Service plans produced and service levels developed in consultation with the community for road assets.	Jun-13	Council staff are currently near completed the first Maintenance Service Level Plan which will clearly define Council's intervention levels for delivering maintenance on road and reserve assets. These service plans will have a lower intervention level than the Road Management Plan.
	Redevelop the Victoria Park precinct				
		Delivery of a new park adjacent to the all abilities playground, bollarding and parking improvements on the West side of the lake and playground and barbeque shelter improvements on the East side of the lake.	Completion of these various components by 30/06/2013	Jun-13	Final design and planning approvals have been received for the Western Park project (open space adjacent to the All Abilities Playground) and works will commence in March 2013 for completion by 30 June 2013. Final design and planning approvals have been received for shelters, landscaping and BBQ areas on the Eastern foreshore of Victoria Park Lake and works will commence in late April 2013 for completion by 30 June 2013.
	Develop a range of active and passive recreational facilities at the former Kialla landfill site				
		Identify and plan for pedestrian access to the site.	Priority access routes identified scoped and costed with funding sought by 30/06/2013	Jun-13	Riverconnect has identified 6 individual paths, 3 of which link to the Kialla Landfill site for possible inclusion in the project. Ongoing liaison with VicTrack for approval of pedestrian access under a railway bridge near the Kialla Landfill Site, and continue discussions with Parks Victoria on utilising their existing vehicle tracks for pedestrians. Following discussion with Departmental management in April a report on the recommendations will be prepared for presentation to the Executive Leadership Team for initial consideration.
	Ensure Council compliance with statutory obligations.	Conduct Council general election.	New Councillors elected and sworn in.	Nov-12	Completed November 2012

Key Strategic Activities Budget

Budget 2012/13					
	Key Strategic Activities	Performance Measure	How data is reported	Target Date	Current Status
Council Organisation and Management					
Deliver best practice management, governance, administrative and financial systems that support the delivery of Council programs to the community of Greater Shepparton.	Responsible management of resources.	Achievement of the operating result within 10% of the budgeted result excluding extraordinary items and depreciation.	Financial Statements	Jul-13	Requires end of year results to determine status.
	Working Capital Ratio	Current assets to current liabilities	Financial Statements	Jul-13	Requires end of year results to determine status.
	Rates, Fees and Charges outstanding	3% outstanding at 30 June 2013.	Financial Statements	Jul-13	Requires end of year results to determine status.
	Development of an improved Strategic Resource Plan.	Completion of condition based assessment plans.	Report to Council	Dec-13	Strategic Resource Plan 2013-14 under development for adoption by 30 June as part of the 2013-14 to 2016/17 Council Plan
	Responsible management of resources.	Achievement of 90% of the Capital Works Program for 2012/13, excluding developer contribution plan expectations.	Financial Statements	Jul-13	Requires end of year results to determine status.
	Organisational Scan	Implementation of the recommendations from the organisational scan.	Report to Council.	Jun-13	Report on progress provided to October 2012 meeting of Council and a further report prepared for presentation to the March 2013 Council meeting.

