

ATTACHMENT TO AGENDA ITEM

Ordinary Meeting

18 February 2014

**Agenda Item 5.7 Greater Shepparton City Council - Council Plan 2013/14
to 2016/17 Progress Report December 2013**

Attachment 1 Council Plan Progress Report - December 2013 277



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Specialist Plan Progress Report**Council Plan 2013-14**

<i>Individual Key Responsibilities</i>	<i>STATUS</i>	<i>PROGRESS COMMENTS</i>	<i>COMP DATE</i>
Strategy: 1.1.1 Develop and implement neighbourhood planning within the Shepparton community.			
1.1.1.1 Develop 1 Neighbourhood Plan and 1 Locality Plan endorsed by Council. (KSA)	In Progress	Internal planning has commenced for the roll-out of Neighbourhood and Locality Planning in early 2014. The revised Community Planning Policy (55. POL1) (incorporating small town, locality and neighbourhood planning) was adopted by Council at the December 2013 Ordinary Council Meeting. The Policy specifies community planning principles and strategic directions for the implementation of the program within greater Shepparton.	30/06/2014

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<i>Individual Key Responsibilities</i>	<i>STATUS</i>	<i>PROGRESS COMMENTS</i>	<i>COMP DATE</i>
Strategy: 1.1.2 Continue to work with our communities to implement their community plans.			
1.1.2.1 Complete the Congupna Community Plan and have endorsed by Council. (KSA)	Completed	The Congupna Community Plan was endorsed by Council at the December 2013 Ordinary Council Meeting.	31/12/2013

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<i>Individual Key Responsibilities</i>	<i>STATUS</i>	<i>PROGRESS COMMENTS</i>	<i>COMP DATE</i>
Strategy: 1.1.3 Review, amend, implement and monitor Council's community consultation and engagement strategy.			
1.1.3.1 Achieve a Community engagement community satisfaction survey result greater than 56. (KSA)	In Progress	Planning has commenced for conduct of the Community Satisfaction Survey with results to be available in May 2014.	30/06/2014

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Strategy: 1.1.4 Develop effective partnerships with agencies to deliver improved community wellbeing (all age cohorts) outcomes.			
1.1.4.1 Monitor and appropriately support the provision of adequate quality children's services.	In Progress	The provision of children's services is constantly monitored to ensure relationships are maintained, challenges addressed through support networks and ongoing opportunities for improvement are identified and managed appropriately to ensure delivery of quality services to the community. Utilisation and waiting lists have varied across the year and currently the former is high while the latter is low. The implementation of Universal Access to 15 hours of kindergarten has occurred smoothly for children and families. However, staffing shortages have created some concerns in one service. This continues to be addressed. 17 of our 18 services have undergone the Department of Education and Early Childhood Development Assessment and Rating Visits. All have met the assessment requirements with a number exceeding the requirements in a number of areas.	30/06/2014
1.1.4.1 Deliver at least 10 Programs in partnership with other government, community and/or corporate organisations	In Progress	Already Met Target, will continue to work in this area however. Current programs delivered via KidsFest, Activities in the Parks, Project U and the Healthy Communities Initiative. Partners include - Federal Government, Valleysport, Parks Victoria, Unilever, Tatura Milk, Melbourne University, Headspace, Coles, Goulburn Valley Community Garden Group, Shepparton Bicycle User Group, Melbourne Vixens, Melbourne Heart, Essendon Football Club, AFL Goulburn Murray, Premier Soccer, Furphy's and many others.	30/06/2014

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Strategy: 1.1.5 Ensure our 10 year capital works program is linked to the community and neighbourhood plans.			
1.1.5.1 Include recognition of community and neighbourhood plans in councils project management process	In Progress	Development of the Integrated Project Management software includes the ability to link projects to community and neighbourhood plans	30/06/2014

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<i>Individual Key Responsibilities</i>	<i>STATUS</i>	<i>PROGRESS COMMENTS</i>	<i>COMP DATE</i>
Strategy: 1.2.1 Develop an Education Strategy that includes the principles of lifelong learning.			
1.2.1.1 Develop a Tertiary Education Strategy adopted by Council. (KSA)	In Progress	Development of a Tertiary Education Strategy will be included as a submission from Investment Attraction in the 2014/15 FY budget.	31/03/2014
1.2.1.3 Continue to work with education providers to increase the range of locally available education options and promote life long learning.	In Progress	Investment Attraction has briefed the Industry and Employment Taskforce on the current situation and this objective is a key priority for the Taskforce to take back to Government .	30/06/2014

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Individual Key Responsibilities	STATUS	PROGRESS COMMENTS	COMP DATE
Strategy: 1.2.2 Review and amend (if required) Council's Higher Education Strategy with the aim to improve the aspirational goals of students to gain further skills by attending higher education.			
1.2.2.1 Ensure there are opportunities for arts education in the region	In Progress	<p>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.</p> <p>Strategic Planning has commenced for arts education in the community including both SAM and the Riverlinks branches of Council.</p> <p>Under the Riverlinks brand - Performing Arts and Conventions has developed a diverse incursion program and programmed challenging and engaging performances including xxx</p>	30/06/2014

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<i>Individual Key Responsibilities</i>	<i>STATUS</i>	<i>PROGRESS COMMENTS</i>	<i>COMP DATE</i>
Strategy: 1.2.3 In association with education providers and industry/business develop opportunities to assist with the attainment and retention of skills to support industry and business development in Greater Shepparton.			
1.2.3.1 Work with local business and education providers to devise strategies to retain young people in the region and build our community's intellectual capital and improve educational outcomes.	Ongoing	Continue to work with local education providers and local business to ensure courses offered align with business and industry needs.	30/06/2014

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<i>Individual Key Responsibilities</i>	<i>STATUS</i>	<i>PROGRESS COMMENTS</i>	<i>COMP DATE</i>
Strategy: 1.3.1 Develop partnerships with Federal and State governments, statutory agencies, non for profits and private business to leverage growth within Greater Shepparton.			
1.3.1.1 Develop a Marketing Strategy and have adopted by Council.(KSA)	Completed	Completed.	30/06/2014

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<i>Individual Key Responsibilities</i>	<i>STATUS</i>	<i>PROGRESS COMMENTS</i>	<i>COMP DATE</i>
Strategy: 1.3.2 Develop, deliver and implement community safety initiatives with the State Government, Police, State agencies and the community, including but not limited to CCTV.			
1.3.2.1 Work with relevant stakeholders to continue community safety initiatives.	In Progress	Council works closely with local VicPol on the Street Rider, Cool Heads and CCTV projects. Also work closely with the Department of Justice and attend quarterly meetings with the Hume reference group. We are also active participants in Shepparton Family Violence prevention network and Women's Health Goulburn North East.	30/06/2014

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Individual Key Responsibilities	STATUS	PROGRESS COMMENTS	COMP DATE
Strategy: 1.3.3 Review and continue to implement the Greater Shepparton City Council Safer City Strategy.			
1.3.3.1 Have Stage 1 Safer City Camera Project operational. (KSA)	In Progress	Civil works commenced for stage 1 of the Safer City Camera Project. Underground service locations began in early December 2013 and boring works commenced in early January 2014 to allow for the fibre optic cable and connection of all new cameras. The camera system is expected to be fully operational in March 2014.	31/12/2013
1.3.3.2 Work with all relevant agencies to promote the Community Safety Plan objectives and activities.	In Progress	The implementation of the Greater Shepparton City Council Safer City Strategy 2011/14 is supported by the Greater Shepparton Safer Communities Advisory Committee that continues to meet on a quarterly basis. Some recent achievements included: * supporting the Family Violence Prevention Network to hold a White Ribbon Day in November 2013. * Council received funding of \$145,000 from the Attorney Generals Office for a lighting upgrade at McLennan Street Mooroopna and four cameras in the Shepparton CDB, that will be incorporated into stage 1 of the Safer City Camera Project. * Formally endorsement by Council at it's Ordinary Council Meeting in October 2013, of the Hume region Preventing Violence Against Women and Children Regional Strategy 2013-2017. * Nov 2013 represents the 5th anniversary of the Street Rider night bus service, earlier this year additional funding was sourced from local business after several previously participating late night venues closed and could no longer participate in supporting the service. * Community Safety Month was acknowledged through a Primary Schools colouring competition with 6 schools participating. Awards were handed out at school assemblies with the Mayor. * \$9,185 grant from DoJ received to upgrade car park lighting at Fryers St due to be completed Jan 2014.	30/06/2014

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Individual Key Responsibilities	STATUS	PROGRESS COMMENTS	COMP DATE
Strategy: 1.3.4 Renew and implement the Universal Access and Inclusion Plan.			
1.3.4.1 Develop a new Universal Access and Inclusion Plan. (KSA)	Completed	The Greater Shepparton Universal Access and Inclusion Plan 2013-2017 was adopted at the September 2013 Ordinary Council Meeting.	30/09/2013
1.3.4.1 Ensure that all kindergartens offer all eligible children 15 hours of kindergarten per week facilitated by a qualified kindergarten teacher. (KSA)	Completed	Implementation of 15 hours of kindergarten per week per child will be completed by the beginning of term 1 2014	28/02/2014
1.3.4.2 Implement the identified outcomes and objectives from the adopted UAIP.	In Progress	Following the adoption of Council's new Universal Access and Inclusion Plan in September 2013, implementation of year one activities are underway. Some recent achievements include; * Celebrating International Day of a Person with a Disability in December 2013 * Work has commenced on accessible enhancements at the Pontoon at Lake Bartlett, Tatura * Motorised Mobility Devices Recharge Points are available at key locations * Purchase of Portable Hearing Loops for use at Council ran events and facilities.	30/06/2014

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Strategy: 1.3.5 Continue to review and implement the Positive Ageing Strategy objectives.			
1.3.5.1 Implement the Positive Ageing Strategy outcomes and objectives.	In Progress	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. Recent achievements include Senior's month which was held over in October 2013 to celebrate the invaluable contribution that older people make in our community. Through a collaborative approach, over 20 events were held throughout the month that attracted almost 1000 people.	30/06/2014

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Strategy: 1.3.6 Continue to support the ongoing planning and resourcing of Emergency Management.			
1.3.6.1 Review and update the Emergency Management Plan annually to ensure its ongoing relevance.	In Progress	Through the employment of a shared officer, Emergency Management Coordinator, working across Greater Shepparton and Moira Council's a review of Council's abilities to respond to Emergency situations is progressing well. Annual review of the Emergency Management plan is complete. This review will be ongoing along with coordination of the recovery from the 2012 flood event. A Hume regional Municipal Emergency Management group has also commenced meeting to ensure shared knowledge and resources in any future emergency across the Hume region. GSCC's current Municipal Emergency Management Plan was successfully audited in August 2013.	30/06/2014

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Strategy: 1.3.7 Continue to implement the Early Years Plan objectives.			
<p>1.3.7.1 Implement the Early Years Plan outcomes and objectives.</p> <ol style="list-style-type: none"> 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 	<p>In Progress</p>	<p>The Chair of the Greater Shepparton Early Years Partnership has provided ongoing reports to Council on the progress of the Early Years Plan. This reporting shows the plan to be on target. A formal report was presented to Council in December 2013</p> <p>The reported percentage complete and status of this action reflect the timing of the current Early Years Plan being 2011-2014.</p> <p>Action Area 1, All Children enjoy a healthy start to life has been met with current service delivery and planning. This area has been the focus of two areas within the Enhanced Best Start Program; increasing breastfeeding initiation and continuation and ongoing engagement in Maternal and Child Health Key Age and Stage visits. Positive results have been achieved in both areas in targeted geographic areas - South Shepparton for the Breastfeeding Support Project and Mooroopna for the Engagement in Key Age and Stage Visits. A full report was presented to Council in October 2013. Additional funding through the Greater Shepparton Communities for Children has allowed the extension of the Maternal and Child Health initiatives into Tatura.</p> <p>Action Area 2 All children are supported to become confident learners. A geographically targeted program to increase engagement in kindergarten in Mooroopna has seen an increase in early enrolment in kindergarten for 2014.</p> <p>Action Area 3 Greater Shepparton - a child and family friendly city. This area particularly works through providing a professional development program for early childhood professionals in universal and tertiary services. The Integrated Practice Training (previously called Family Centred Practice) was developed within the Best Start Project and is now considered as essential training for new practitioners in the area.</p> <p>We continue to support a number of established facilitated playgroups in areas of high social need. In addition playgroups are established within other organisations with small grants from Best Start. These groups are then transitioned to become part of the other organisation's core business.</p>	<p>30/06/2014</p>



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Strategy: 1.3.8 Develop, adopt and implement the Greater Shepparton City Council Municipal Health and Wellbeing Action Plan.			
1.3.8.1 Get Moving Greater Shepparton in partnership with the Federal Government and key community agencies and Melbourne based sports clubs deliver a series of programs that encourage improved health and well-being focussing on physical education, nutrition and on-going capacity building.	In Progress	The 2013-14 stage of the Get Moving program is underway and on target for completion at year end. All progress reports have lodged and signed off as required. Signage to support installed equipment and support physical activity at Western Park is due for installation in April 2014, an iphone app providing links to regional activities and hints on supporting healthy lifestyles is being developed and the 'Sporting Chance' program in partnership with Familycare is ready to be launched in Feb 2014. In addition to this the pilot of the Project UI Program has ran and been evaluated with strong results and the Community Kitchens program is under way and the Rumbalara exercise and mentoring program planning has commenced and a number of free exercise sessions being held as part of the Activities in the Park program.	30/06/2014
1.3.8.2 Pursue the highest standard of accessibility and inclusion for all services and activities.	In Progress	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. The adoption of the Universal Access and Inclusion Plan has further strengthened Council's commitment to a range of strategies and actions to enhance access to Council services, information, support and infrastructure.	30/06/2014
1.3.8.3 Implement the Municipal Public Health Plan.	In Progress	The 2013-2017 Council Plan provides the strategic direction for Council's integrated approach including public health and wellbeing matters. Council officers in partnership with the Greater Shepparton Health and Wellbeing Advisory Committee have developed a detailed twelve month local Municipal Public Health and Wellbeing Action Plan. The Action Plan outlines initiatives that are both measurable and achievable while considering local evidence, health gaps and future needs to maximise health outcomes. The Action Plan was adopted by Council at the December 2013 Ordinary Council Meeting. A final review is currently being undertaken for the 2009-2013 Municipal Public Health Plan.	30/06/2014

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Strategy: 1.4.1 Review the provision of library services, including potential partnerships and infrastructure requirements.			
1.4.1.1 Manage the provision of GSCC library services, including participation and reporting to the GVRL board.	In Progress	Greater Shepparton City Council continues to contribute to the Goulburn Valley Regional Library partnership with Moira Shire and Strathbogie Shire. The Goulburn Valley Regional Library board manages the existing partnership with both Councillor and Officer support . GSCC officer has been attending the Board regularly and over the next 18mths will manage the redevelopment / upgrade of the Shepparton branch Library.	30/06/2014

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<i>Individual Key Responsibilities</i>	<i>STATUS</i>	<i>PROGRESS COMMENTS</i>	<i>COMP DATE</i>
Strategy: 1.4.2 Establish a Service map that provides information on the services that are available to our community ensuring it is demographic specific data.			
1.4.2.1 Undertake a comprehensive community engagement process to determine levels of service across the organisation. Departments to inform the development of service plans that align with community expectations in relation to cost and quality of service delivery. Outcome: Organisational Service Plans completed	In Progress	Formal process to commence with the appointment of Team Leader Business Planning delayed due to failure to gain applicants from latest round of recruitment advertising which closed on 15 November 2013. Some development undertaken within various Directorates ie Infrastructure.	30/06/2014

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Strategy: 1.4.3 Continue to lobby, advocate and prioritise the needs of vulnerable and disadvantaged citizens and advocate on their behalf.			
1.4.3.1 Prepare a waiving fees hardship policy	In Progress	MAV draft policy is being modified to suit Greater Shepparton City Council . MAV policy is relevant to rates hardship only, need to incorporate hardship for other debtors	30/06/2014

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Strategy: 1.4.4 Monitor and appropriately support the provision of quality services within the municipality.			
1.4.4.1 Report to Council on the priority strategic program for public toilets	Completed	Public Toilet Policy adopted by Council at Nov 2013 OCM. Development Plan and 10 Year Capital Plan being developed as part of 2014/15 Budget.	30/06/2014
1.4.4.1 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. (KSA)	In Progress	Inspection based maintenance guidelines finalised in May 2013 and system changes and training of all relevant staff took place in May June 2013. All maintenance in the Works Department now scheduled via "Confirm" and Inspection Based Maintenance guidelines.	30/06/2014
1.4.4.1 Support and encourage opportunities for constructive and productive youth engagement.	In Progress	Youth agency network building continues - Council is working with Word & Mouth, youth sector agencies and state government to provide Youth Development Services and isolate service gap areas for further development. Following second round advertising for the Youth Development Officer position, the successful applicant will commence on Monday January 13. There is a current plan to re-launch the Youth Action and Strategy Plan.	30/06/2014
1.4.4.1 Annual visitation across Aquamoves, Outdoor Pools, Sports Stadiums, KidsTown and Healthy Communities Programs exceeds 650,000 visits	In Progress	At end of January 2014 attendances are around 405,000 across all sites and programs and on target to reach 650,000 by June 30.	30/06/2014
1.4.4.1 Implement Domestic Wastewater Management.	In Progress	The Domestic Wastewater Management Plan is to be reviewed. The reviewed Plan will be presented to Council for adoption in June 2014.	30/06/2014
1.4.4.2 Complete the Katandra West Community Plan to establish the priority of the Community Centre. Present to Council for endorsement	Completed	The Katandra West Community Plan was endorsed by Council on the 19 March 2013. The Community Centre is listed as the second priority in the plan.	30/06/2014
1.4.4.2 Implement Food Safety Management Strategy.	Ongoing	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.	30/06/2014

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Strategy: 1.4.4 Monitor and appropriately support the provision of quality services within the municipality.			
1.4.4.2 Monitor and coordinate the renewal of all leases before expiry and facilitate the sale and purchase of property	In Progress	Of Council's 120 leases, 50 have expired. Ten leases are currently in the process of being renewed.	30/06/2014

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<i>Individual Key Responsibilities</i>	<i>STATUS</i>	<i>PROGRESS COMMENTS</i>	<i>COMP DATE</i>
Strategy: 1.4.5 Continue to implement the Domestic Animal Management Plan			
1.4.5.1 Implement Domestic Animal Management Plan 2013-2017 initiatives	In Progress	Initiatives underway include trial of an off leash dog park and one off pro-rata registration before Christmas	30/06/2014

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Strategy: 1.5.1 Continue to engage and partner with our aboriginal community to support improved opportunities and outcomes in employment and health.			
1.5.1.1 Engage with the indigenous community to provide improved opportunities and outcomes.	In Progress	Aboriginal Cultural Awareness training is scheduled to run four times throughout 2014 which will be open to Council staff and members of Council committees. The Aboriginal Partnerships officer continues to work with River Connect to develop and implement activities around local indigenous areas of significance.	30/06/2014

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Strategy: 1.5.2 Ensure council's activities and events support and enhance cultural harmony and inclusiveness.			
<p>1.5.2.1 Ensure Council activities support and enhance its reputation for cultural harmony and inclusiveness.</p>	<p>In Progress</p>	<p>At the Ordinary Council Meeting held November 2013, Council agreed to sign the declaration to become a Refugee Welcome Zone with Refugee Council of Australia and hosts a signing ceremony. By entering into this initiative the Greater Shepparton City Council would join a large number of councils in Victoria and Australia who have made a commitment to welcome refugees into the community, uphold human rights and demonstrate compassion for refugees and enhance cultural and religious diversity in the community. Becoming a 'Refugee Welcome Zone' is a commitment in spirit to uphold these values. At the same Council meeting, Council moved a motion to support the Australian Human Rights Commission national anti-discrimination campaign, "Racism. It Stops with Me", via its LEAD Project, Cultural Diversity and Inclusive Strategy and Action Plan and Aboriginal Six Point Plan. The campaign aims to:</p> <ul style="list-style-type: none"> • Ensure that more Australians recognise that racism is unacceptable • Give people the tools and resources to take practical action against racism • Empower individuals and organisations to prevent & respond effectively to racism wherever it happens. <p>The LEAD art project has continued to progress and 10 road foils of the culturally diverse painting are now in place at the Maude Street Mall and 2 foils have been installed in all Councils Small Town Community Planning towns.</p> <p>In November a Respecting Difference Forum was held in partnership with the Ethnic Council to bring together the community, Vic Police and Legal Aid to discuss incidents of racial based discrimination and avenues to report incidents to ensure all residents of the Greater Shepparton area could feel safe and supported in their community.</p> <p>The 2014 Cultural Calendar has been circulated amongst the community and also showcases new photo's of Shepparton CALD community.</p> <p>Greater Shepparton is in the process of completing the works to open its new Prayer and Contemplation Room at Council offices to allow staff and visitors to access an appropriate space to embrace their faith.</p> <p>A final celebration for the Greater Shepparton LEAD Project was held in December 2013, to thank stakeholders for their contribution throughout the project.</p>	<p>30/06/2014</p>



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Strategy: 1.5.2 Ensure council's activities and events support and enhance cultural harmony and inclusiveness.			
1.5.2.1 Engage cooperatively with the Aboriginal community to identify and preserve their culture.	In Progress	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. The Strategy is currently out to public consultation and it is anticipated that the Strategy will be presented to the May 2014 Ordinary Council Meeting for final adoption.	30/06/2014

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Strategy: 1.5.3 Continue to monitor, review annually and implement the Greater Shepparton City Council Cultural Diversity and inclusion Strategy.			
1.5.3.1 Engage with all Cultural Diversity stakeholders to implement the Greater Shepparton City Council Cultural Diversity and Inclusion Strategy.	In Progress	Strategy has been reassessed and a workplan produced for priority projects to be completed prior to June 2014. Lead project completed in December 2013. Officers attend Ethnic Council Settlement committee meetings monthly.	30/06/2014

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Strategy: 1.5.4 Recognise and take advantage of opportunities to celebrate our diversity.			
1.5.4.1 Continue to celebrate our diversity and inclusion strategy through a wide range of community events.	In Progress	Council participates in many community events that promote diversity including, "Sorry Day", "Harmony Day" and the "Elmore Festival". We also promote inclusion and respect through our membership as a "Refugee Welcome Zone" and are signatory to the "Racism, it stops with me" campaign.	30/06/2014

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Strategy: 1.6.1 Continue to support and promote arts initiatives.			
1.6.1.2 Ensure that the Performing Arts and Art Gallery activities continue at a high level and provide diverse programs.	In Progress	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. SAM is currently finalising its 2014 program. Riverlinks launched the 2014 season on 10 December 2013.	30/06/2014

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Strategy: 1.6.2 Ensure that Shepparton Art Museum (SAM), Riverlinks and Westside Performing Arts continue to deliver quality and diverse activities and events aimed at increasing public participation.			
1.6.2.1 Continue to support and promote events including SheppARTon Festival, Sidney Myer International Ceramics Award, Indigenous Ceramics Award, Australian National Piano Awards and others	Completed	The Arts , Events and Tourism team continue to support and promote events including SheppARTon Festival, Sidney Myer International Ceramics Award, Indigenous Ceramics Award, Australian National Piano Award and others. Through Council's support the SheppARTon Festival has grown from 5 days to 10 days in 2013 and will stretch to the month of March in 2014 through leveraging the vast range of events that occur in Greater Shepparton during March each year.	30/06/2014

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Individual Key Responsibilities	STATUS	PROGRESS COMMENTS	COMP DATE
Strategy: 1.6.3 Renew and implement the Arts and Culture strategy (which includes public art).			
1.6.3.2 Develop a comprehensive Arts and Culture Strategy and Policy for Greater Shepparton and pursue implementation of any identified outcomes.	In Progress	An Events and Tourism Strategy was developed and adopted by Council in 2011 . A cultural diversity and inclusiveness strategy was adopted in March 2012. Development of a combined Arts and Culture Policy and Strategy has not been achieved with a separate Cultural strategy being adopted. A separate strategy will be developed for Arts by December 2013. The Tourism & Events Strategy will be revisited in early 2014 for adoption by Council. This strategy will encompass Arts, Events & Tourism as a framework to enhance cultural liveability, encourage participation, build community capacity and to stimulate economic growth.	30/06/2014

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<i>Individual Key Responsibilities</i>	<i>STATUS</i>	<i>PROGRESS COMMENTS</i>	<i>COMP DATE</i>
Strategy: 1.6.4 Continue to undertake the Greater Shepparton City Council Heritage Study by implementing Stage 3 - gap study.			
1.6.4.1 Complete and implement heritage study 2B.	Completed	Heritage Study 2B C110 approved by Minister.	30/06/2014

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<i>Individual Key Responsibilities</i>	<i>STATUS</i>	<i>PROGRESS COMMENTS</i>	<i>COMP DATE</i>
Strategy: 1.6.5 Establish the Shepparton Art Museum Foundation.			
1.6.5.1 Complete the nomination and selection process for formation of the Shepparton Art Museum Foundation.	In Progress	Foundation membership advertised in November 2013. Selection panel met in December 2013 and to meet in February 2014. Final selection and announcement of foundation members to occur in late February 2014.	30/06/2014

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<i>Individual Key Responsibilities</i>	<i>STATUS</i>	<i>PROGRESS COMMENTS</i>	<i>COMP DATE</i>
Strategy: 1.6.6 Continue the feasibility investigations for a new location for the Shepparton Art Museum (SAM).			
1.6.6.1 Complete a feasibility study into the construction of a new art gallery	In Progress	At the October 2013 Council meeting, Council moved to support the establishment of the SAM Foundation. Expressions of interest are currently being sort for the inaugural members of the Foundation with interviews to be held in December. The Foundation will be established and launched in Q3, 2013/14.	30/06/2014

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<i>Individual Key Responsibilities</i>	<i>STATUS</i>	<i>PROGRESS COMMENTS</i>	<i>COMP DATE</i>
Strategy: 2.1.1 Ensure that development applications provide sustainable management plans which incorporate sustainable building design concepts, water use and stormwater management plans.			
2.1.1.1 Adopt an Environment and Sustainability Strategy. (KSA)	In Progress	Strategy adopted as draft by Council in December 2013. Public consultation on draft to follow.	31/12/2013
2.1.1.2 Continue to implement the Sustainable Water use Plan and Stormwater Management Plan.	Ongoing	Council continues to implement priorities within the Sustainable Water Use Plan and the Stormwater management Plan. 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 was adopted at the Council's December 2014 Ordinary Council Meeting.	30/06/2014

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<i>Individual Key Responsibilities</i>	<i>STATUS</i>	<i>PROGRESS COMMENTS</i>	<i>COMP DATE</i>
Strategy: 2.1.2 Ensure that development applications take into account the importance of agricultural land to the Greater Shepparton community and its economy.			
2.1.2.1 Continue to implement the provisions within the Municipal Strategic Statement including the Regional Rural Landuse Strategy	In Progress	MSS and RRLUS are used as the basis of decision making for planning applications.	30/06/2014

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<i>Individual Key Responsibilities</i>	<i>STATUS</i>	<i>PROGRESS COMMENTS</i>	<i>COMP DATE</i>
Strategy: 2.1.3 Advocate for and lobby governments to improve community access and safety within the Lower Goulburn National Park.			
2.1.3.1 Acknowledge and appreciate the value placed on the rivers by local Aboriginal people and promote an active park management role for the Aboriginal community.	Ongoing	Working relationships have been established through the RiverConnect Project with the local Aboriginal community to assist in consideration of recognition of all Cultural interests. RiverConnect works closely with the GBCMA, Parks Victoria and local aboriginal communities to ensure appropriate management roles. The local aboriginal community are consulted in relation to developments by direct consultation, through the Cultural Heritage Management Plan (CHMP) process, or members of the community engaged on steering committees where relevant.	30/06/2014
2.1.3.2 Support the establishment of the Shepparton Regional Park and the Lower Goulburn National Park and work to ensure they are appropriately resourced to maximise their community benefit.	Ongoing	Council strongly supported the establishment of the Shepparton Regional Park and the Lower Goulburn National Park and Council provides a financial contribution towards the GBCMA Cultural Heritage Officer and receives services such as the development of Cultural Heritage Management Plans in return.	30/06/2014

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<i>Individual Key Responsibilities</i>	<i>STATUS</i>	<i>PROGRESS COMMENTS</i>	<i>COMP DATE</i>
Strategy: 2.1.4 Advocate, lobby and work in partnership the state government to minimize the fire risk to our community on state government controlled land.			
2.1.4.1 Through the Emergency Management Planning Committee and the Fire Prevention Committee liaise with all State Government partners to ensure appropriate risk management relating to fire risk on state government controlled land.	In Progress	The Greater Shepparton Municipal Emergency Management and Municipal Fire Prevention committee's meets quarterly. Through this meeting process, all issues relating to risk management of all emergencies is discussed including risk on State controlled land.	30/06/2014

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Individual Key Responsibilities	STATUS	PROGRESS COMMENTS	COMP DATE
Strategy: 2.1.5 Work with Department of Primary Industry, Goulburn-Murray Water, Industries, University of Melbourne and other municipalities to ensure the use of irrigation water is both innovative and maximised.			
2.1.5.1 Work with the Irrigation Technologies Cluster and industry to promote on-farm efficiencies through irrigation technologies.	In Progress	In conjunction with Hume RDA, through the development and implementation of the Hume Digital Strategy, Council coordinated the delivery of a presentation delivered by specialist Fergal Coleman who identified benefits associated with NBN and digital agriculture (smart farming technology). Located digital champions in the agricultural industry and have since developed a website http://digitalagriculture.com.au/	30/06/2014
2.1.5.1 Continue to engage the other levels of government in relation to water reform, to ensure that the long term interest of the Goulburn Valley are protected and enhanced.	Ongoing	Decisions were made to wait for the Murray Darling Basin Plan final report to ensure our study was consistent with this. The next step is to update the report to reflect/align with MDBP and then take to a Council meeting for adoption.	30/06/2014

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<i>Individual Key Responsibilities</i>	<i>STATUS</i>	<i>PROGRESS COMMENTS</i>	<i>COMP DATE</i>
Strategy: 2.1.6 Finalise, adopt and commence implementation of the Environmental Sustainability Strategy.			
2.1.6.1 Prepare and present the Environmental Sustainability Strategy to Council for adoption.	In Progress	Environmental Sustainability Strategy is in draft form and in the community consultation phase. Consultation closes 11 Feb. Final version of strategy is scheduled for presentation to May Council meeting for adoption.	30/06/2014
2.1.6.2 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 is expected to be achieved in May 2014. Operational budget bids have been submitted for 2014/15 financial year including: - Review of the Roadside Management Strategy - Energy Reduction Plan - Native Vegetation Offset Management Plan	30/06/2014

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<i>Individual Key Responsibilities</i>	<i>STATUS</i>	<i>PROGRESS COMMENTS</i>	<i>COMP DATE</i>
Strategy: 2.1.7 Investigate the opportunities that are available to Council to enable council to support renewable energy options.			
2.1.7.1 Aquamoves environmental utility management improvements in operation. (KSA)	In Progress	The first component of the Energy Efficiency project - the mechanical ventilation upgrade has awarded and works have commenced with commissioning anticipated in mid 2014. Documentation of the Cogeneration project is complete and currently working through procurement planning aiming for tendering the co-generation component February 2014 for construction in mid 2014.	30/06/2014
2.1.7.2 Promote and support community solar projects.	Ongoing	Council has supported a community solar group to obtain funding.	30/06/2014
2.1.7.3 Pursue renewable energy objectives and work towards the assessment of all Council sites to become more energy efficient.	Ongoing	Council currently purchases 10% green power and has been concentrating on improving its energy sustainability. Council continually assesses the energy usage of its larger facilities and has implemented a number of energy saving features in each of these, eg voltage management in the Welsford Street office, solar panels at Doyles Road Complex and a co-generation plant is to be installed at Aquamoves.	30/06/2014

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<i>Individual Key Responsibilities</i>	<i>STATUS</i>	<i>PROGRESS COMMENTS</i>	<i>COMP DATE</i>
Strategy: 2.1.8 Investigate the opportunities that will enable council to support the growth of solar usage within the city.			
2.1.8.1 Work with relevant stakeholders to promote the expansion of solar usage within Greater Shepparton	In Progress	Currently working with Goulburn Valley Community Energy and Tatura Milk Industries on establishment of Solar Farm in Tatura area. Looking at three key sites.	30/06/2014

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<i>Individual Key Responsibilities</i>	<i>STATUS</i>	<i>PROGRESS COMMENTS</i>	<i>COMP DATE</i>
Strategy: 2.1.9 Review, adopt and commence implementation of the Waste Management Strategy.			
2.1.9.1 Develop the Waste Management Strategy and have adopted by Council. (KSA)	Completed	Expect to have reviewed strategy presented to Council in April 2014. Council adopted the Waste and Resource Recovery Management Strategy at its meeting December 2013.	31/12/2013

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<i>Individual Key Responsibilities</i>	<i>STATUS</i>	<i>PROGRESS COMMENTS</i>	<i>COMP DATE</i>
Strategy: 2.1.10 Review and implement the Greater Shepparton City Council Roadside Management Plan.			
2.1.10.1 Review and implement roadside management plans.	Ongoing	Council is currently developing a Pest Plant and Animal Plan in conjunction with Moira Shire with funding from the State Government	30/06/2014

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Strategy: 2.1.11 Continue to implement the Sustainable Purchasing Policy			
2.1.11.1 Incorporate the sustainable purchasing policy into to newly adopted Procurement Policy and Guidelines.	In Progress	The adopted Procurement Policy and guidelines references the Sustainable purchasing policy with the Sustainable Purchasing Policy remaining relevant in its own right.	30/06/2014

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Individual Key Responsibilities	STATUS	PROGRESS COMMENTS	COMP DATE
Strategy: 2.1.12 Continue to reduce Councils Greenhouse Emissions.			
2.1.12.1 Seek opportunities to enable a reduction in councils greenhouse emissions.	In Progress	Council has embarked on the following opportunities to reduce: <ul style="list-style-type: none"> - Watts Working Better Streetlighting upgrade - reduce greenhouse emissions by a minimum of 30,000 tonnes CO2 over 20 years Aquamoves co-generation plant - reduce emissions by an estimated 600 tonnes CO2 per year - planet footprint reporting tracks councils energy usage and highlights reductions from energy reduction measures - Energy reduction plan - operational bid for 2014/15 to provide strategic direction for energy reduction and ensure resources we have are being used in the most efficient way - Energy Audits and implementation - annual audits on councils top 10 energy consuming sites and implementation of some of the recommendations 	30/06/2014

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Individual Key Responsibilities	STATUS	PROGRESS COMMENTS	COMP DATE
Strategy: 3.1.1 Develop and implement a Strategy which identifies resources needed to attract new business and industry to Greater Shepparton as well as retaining our existing businesses and industry.			
3.1.1.1 Continue to work with Regional Development Victoria and other government agencies to identify and attract new businesses.	Ongoing	Continuing to work with Regional Development Victorian and the Department of Business and Innovation to support the expansion of existing and attraction of new business. Currently working with potential new food processor, solar farm, bulky goods retailer, walnut farm and two biotechnology investors. The food processor investment opportunity has progressed considerably.	30/06/2014
3.1.1.2 Continue to implement the recommendations of the Economic Development Strategy.	In Progress	Continuing to demonstrate leadership in economic development opportunities, working to grow existing business and attract new business, lobby for improved rail services, support viability of CBD and promote Greater Shepparton as a place to live, work, invest, GV Link and Tertiary Education. New Strategy will be developed in 2013/14 FY, brief has been developed and currently seeking Victorian Government financial assistance for this project. Currently planning the development of an updated 'Ask of Government'.	30/06/2014
3.1.1.3 Continue to develop and implement a range of business expansion and retention initiatives.	In Progress	Greater Shepparton Business Centre incubator and training service. E-newsletter monthly. Networking opportunities - GV BRaIN (Lindsay Fox in November). Working with State Government to obtain funding to attract new business and existing business to grow and expand. Working with Shepparton Chamber of Commerce and Industry to educate and offer training to existing businesses. Pental Soaps expansion to include bleach plant relocated from Port Melbourne, creating 25 jobs. Expansion to Rubicon, and continuing to work with Unilever on Masterplan to support future expansion. Working with Unilever on Employment Response Plan for nine employees who have accepted a voluntary redundancy.	30/06/2014

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Strategy: 3.1.2 Ensure sufficient industrial land which offers a range of options for new industry establishment is available throughout Greater Shepparton.			
3.1.2.1 Implement the Industrial Land Strategy into the Planning Scheme.	In Progress	Industrial Strategy adopted by Council. DTPLI Flying Squad have submitted draft amendment documentation. Report to Feb Council OCM	30/06/2014

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Strategy: 3.1.3 Undertake research of industry to understand and highlight their needs and opportunities to ensure that Council has considered all options for industry attraction and retention.			
3.1.3.1 Undertake an industry opportunity analysis.	In Progress	Working with key stakeholders and Wyndham City Council to identify opportunities for horticultural diversification, particularly in the Shepparton East area. Industry Opportunity Analysis will form part of development of Economic Development Strategy - draft brief has been developed and currently finessing.	30/06/2014
3.1.3.2 Work with "Foodbowl Unlimited" to promote further agricultural development, growth and investment.	In Progress	The Draft Food Opportunities for Northern Victoria Report is in draft form and has been distributed to relevant stakeholders for comment. The first stage of the project is to develop a snapshot of the northern Victorian food sector, highlight relevant policy strategies, articulate priority commodities for the sector, identify barriers/challenges to growth and ultimately nominate key opportunities for growth.	30/06/2014

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Strategy: 3.1.4 Develop and implement a strategy for attracting renewable energy based industries to Greater Shepparton.			
3.1.4.1 Work with relevant stakeholders to develop a strategy for attracting renewable energy based industry.	In Progress	This will be incorporated into Economic Development Strategy - brief currently being prepared.	30/06/2014

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<i>Individual Key Responsibilities</i>	<i>STATUS</i>	<i>PROGRESS COMMENTS</i>	<i>COMP DATE</i>
Strategy: 3.1.5 Develop and implement a marketing strategy for Industry attraction including the council owned GVLink.			
3.1.5.1 Develop and market the Goulburn Valley Freight Logistics Centre.	In Progress	GV Link briefing for Councillors being finalised. Continuing to work with potential investors.	30/06/2014

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Strategy: 3.1.6 Continue to seek out business to establish at GVLink.			
3.1.6.3 Continue to lobby for funding for further stages of the Goulburn Valley Freight Logistics Centre.	Ongoing	Continually updating State and Federal Governments regarding status of the project and investor status.	30/06/2014

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<i>Individual Key Responsibilities</i>	<i>STATUS</i>	<i>PROGRESS COMMENTS</i>	<i>COMP DATE</i>
Strategy: 3.1.7 Develop and implement a strategy promoting Shepparton as the regional capital.			
3.1.7.1 Develop a council advocacy campaign promoting Shepparton as the regional capital in the leadup to the 2014 state election.	In Progress	Campaign Plan developed. Logo developed. Prospectus currently in draft form.	31/10/2014
3.1.7.1 Continue to promote Destination Shepparton	In Progress	Through the "Discover Shepparton" website, Shepparton is promoted through the official visitor guide, calendar of events and attraction promotion. The "Discover your backyard" campaign was undertaken this year with valuable information collected on what people would like to visit in the Greater Shepparton area.	30/06/2014

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<i>Individual Key Responsibilities</i>	<i>STATUS</i>	<i>PROGRESS COMMENTS</i>	<i>COMP DATE</i>
Strategy: 3.2.1 Revise, adopt and commence implementation of the CBD strategy.			
3.2.1.2 Continue implementation of CBD Strategy recommendations with a priority on CBD parking.	In Progress	Procurement commenced for Commercial Activity Strategy consultant. Bus Interchange and Maude Street concept designs endorsed by Council for consultation.	30/06/2014
3.2.1.3 Report to Council to adopt a Shepparton Retail Strategy	In Progress	Retail Strategy Procurement Process to commence Jan 2014.	28/02/2014
3.2.1.4 CBD Issues and Options Paper report to Council	Completed	Retail Strategy Brief has been developed and circulated for comment. Shepparton Chamber of Commerce and Industry has provided copy of CBD Summary collated following consultation with key stakeholders.	28/02/2014

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Strategy: 3.2.2 Develop, adopt and commence implementation of a Retail Strategy.			
3.2.2.1 Retail Strategy adopted by Council. (KSA)	In Progress	Retail Strategy Brief and Procurement Plan has been developed and will be presented to the Executive in December.	30/06/2014
3.2.2.2 Encourage greater retail diversity.	Ongoing	Winter City Market held very successfully in August 2013, CBD Event Coordination ongoing, quarterly CBD vacancy audits ongoing (with reduced vacancies reported in last quarter) and report on Maude Street Mall proceeding to February Council Meeting.	30/06/2014

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Strategy: 3.2.4 Continue to support and revitalise Shepparton Show Me.			
3.2.4.1 Develop and commence implementation of the Shepparton Show Me marketing strategy.	In Progress	Marketing strategy completed. Marketing plan currently being developed.	30/06/2014

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<i>Individual Key Responsibilities</i>	<i>STATUS</i>	<i>PROGRESS COMMENTS</i>	<i>COMP DATE</i>
Strategy: 3.2.5 Implement installation of new parking and wayfinding signage in the Shepparton CBD and progressively across the Greater Shepparton towns.			
3.2.5.1 Installation of new parking and wayfinding signage in the CBD.	In Progress	Wayfinding Strategy capital funding bid has been entered for 2014/15 budget following quotations being sought.	30/06/2014

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<i>Individual Key Responsibilities</i>	<i>STATUS</i>	<i>PROGRESS COMMENTS</i>	<i>COMP DATE</i>
Strategy: 3.3.1 Pursue opportunities for Greater Shepparton to be the location for major sporting events.			
3.3.1.1 Pursue opportunities to have a State/National sporting group using Shepparton as a base for training.	In Progress	The Council has assisted the local football community in making application to join the National Premier League. If the application is successful, this will be the first sporting club in the region to participate in a national sporting competition. The Council is also progressing discussion around a partnership with the Latrobe University to establish a sports performance centre of excellence utilising both Aquamoves and the Greater Shepparton Regional Sports Precinct.	30/06/2014
3.3.1.1 Continue to progress the sports decentralisation project.	In Progress	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.	30/06/2014
3.3.1.2 Continue to expand regional tennis complex facilities at the Shepparton Sports Precinct.	In Progress	Final RDAF4 funding did not include tennis facility development. Council officers are in discussion with Tennis Australia about possible funding options for future development.	30/06/2014

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Strategy: 3.3.2 Build partnerships with state bodies to enable Greater Shepparton to be Victoria's leading location for major events.			
3.3.2.1 Create or maintain at relationships with at least 2 state level or equivalent organisations that supports enabling opportunities for hosting major events	Completed	2013/13 Currently have established relationships with Melbourne Heart, Essendon FC, Melbourne Vixens, Victorian Institute of Sport and Swimming Victoria	30/06/2014
3.3.2.1 Promote the quality of local arts and cultural activities and events.	Ongoing	<p>The AE&T team continue to actively promote and profile the range of arts and cultural activities and events in the region and in 2012/13 was focussed on diversifying the range of events on offer. Through strategic partnerships with Cultural Tourism Victoria, GSCC has secured the front cover of the Cultural Tourism Guide for the second year running. In addition in November it was announced that Shepparton will host the Cultural Tourism Victoria Annual Conference (attended by over 50 participants in 2013).</p> <p>In partnership with Word & Mouth, GSCC was successful in an application to Unity Through Partnerships for a \$50,000 to support the delivery of the 2014 Emerge at Twilight event and to establish a multicultural food festival in St Georges Road in May 2014.</p> <p>GSCC also supported the community of Dookie in their winning submission for \$350,000 in funding via Regional Arts Victoria's Small Town Transformation Grant.</p>	30/06/2014

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Individual Key Responsibilities	STATUS	PROGRESS COMMENTS	COMP DATE
Strategy: 3.3.3 Continue the development of the Shepparton North sporting precinct.			
3.3.3.1 Expand our sports fields to the north of the current hockey and soccer fields to accommodate expected future growth in junior sports participation and increasing demand for sports field areas.	In Progress	Successful applications made to both State and Federal Governments for funding assistance towards precinct development. Detailed design has commenced for Community Football Complex for initiation of major works over 2013/14, 2014/15 and 2015/16. Works to commence in 2013/14.	30/06/2014

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Strategy: 3.3.4 Continue to implement masterplans that have been prepared for recreation reserves and sports facilities.			
3.3.4.1 Continue the development of Deakin Reserve.	In Progress	In accordance with the plans for development a Shelter has been constructed. The scoreboard has been replaced.	30/06/2014
3.3.4.2 Continue to implement master plans prepared for recreation reserves and sports facilities.	In Progress	This is being progressed through provision of local active open space facilities within the Shepparton North East and South East Growth Corridors. A range of facilities continue to be provided on an annual basis across the whole municipality. Work has commenced on the redevelopment of the netball courts at the Sports Precinct.	30/06/2014

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Individual Key Responsibilities	STATUS	PROGRESS COMMENTS	COMP DATE
Strategy: 3.3.5 Review, adopt and implement the tourism and major events strategy to enable the breadth and quality of major events and tourism experiences to grow.			
3.3.5.1 Develop a Destination Brand and have adopted by Council. (KSA)	In Progress	Work has commenced on the brief for the destination brand drawing on core strengths and unique selling points (USB) identified during the Destination Management Plan (GRVT) and the Wayfinding Strategy.	30/06/2014
3.3.5.3 Undertake a feasibility study for the development of a new Visitor Information Centre.	Ongoing	Following a Fire at the VIC in May, operations were temporarily moved to the Welfsord Street Council Offices prior to securing a short to medium term lease at 33 Nixon Street, Shepparton. Site selection was informed by the Tourism Victoria commissioned Visitor Centre Futures Report and the City of Melbourne findings of the Visitor Journey Study. Visitor numbers have notably increased. Siting the Visitor Centre will now be dependent on the completion of the Victoria Park Lake Master Plan and confirmation of a site for a stand alone SAM.	30/06/2014
3.3.5.4 Continue to increase the breadth and quality of major events held throughout Greater Shepparton.	In Progress	<p>The Events team have successfully secured major sporting events including Country Week Tennis in Feb 2014 and the BMX Nationals in April 2014 along with a range of smaller events as part of the Sports Decentralisation Project. Currently working on the identification and attraction of 1-2 major sporting events for 2014/15 year in addition to securing 8-10 mid level events.</p> <p>The team continues to work closely with existing events to enhance the professionalism and sustainability of volunteer committee run events including the 70.3 Triathlon, Mad Cow Mud Run, International Dairy Week, Spring Car Nationals, Cycling Criterions, Running Festival etc.</p> <p>The SAM Director is currently working on identifying suitable programming for 2015 to maximise visitation to the region.</p>	30/06/2014
3.3.5.5 Review the tourism and major events strategy.	In Progress	Council is currently operating within the 2011-2014 Tourism & Events Strategy. Work will commence in 13/14 to develop the combined Arts, Events & Tourism Strategy for the following 3 years. When this document is in draft for it will be reported to Council for adoption in 13/14 year.	30/06/2014

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<i>Individual Key Responsibilities</i>	<i>STATUS</i>	<i>PROGRESS COMMENTS</i>	<i>COMP DATE</i>
Strategy: 3.3.6 Complete the Shepparton Showgrounds redevelopment.			
3.3.6.1 Continue the redevelopment of the Shepparton Showgrounds site, with an emphasis on the relocation of Shepparton Search and rescue and development of the Archer Street frontage.	In Progress	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.	30/06/2014

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<i>Individual Key Responsibilities</i>	<i>STATUS</i>	<i>PROGRESS COMMENTS</i>	<i>COMP DATE</i>
Strategy: 3.3.7 Develop plans and prepare a feasibility study for the redevelopment of the Shepparton Sports stadium.			
3.3.7.1 Develop plans and feasibility studies for the redevelopment of the Shepparton Sports Stadium	In Progress	The Draft Stadium Master Plan is almost complete, with current works including additional investigation linked to economic impact and consultation with key user groups and is expected to be ready to be presented to Council in early 2014 for adoption.	30/06/2014

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Individual Key Responsibilities	STATUS	PROGRESS COMMENTS	COMP DATE
Strategy: 3.3.8 Continue to develop Aquamoves and environs (including the carpark) as a regional aquatic and water park facility.			
3.3.8.1 Seek additional funding from other levels of government to progress the Aquamoves Masterplan, with a priority on car parking	In Progress	<p>With the exception of the car park, Stage 1 Aquamoves Master Plan developments are all complete. This includes the development of new group fitness program rooms, expansion of the existing gymnasium and the re-development of the outdoor area including the construction of the new leisure pool, splashpark and associated support infrastructure. \$1.5m was secured in additional funding from the state government to support these developments.</p> <p>The car park upgrade is fully designed and documented however has been unable to secure funding to support its re-development. A number of unsuccessful submissions have been made via Federal government grants programs.</p> <p>A full review of the car park project has commenced and a report to the executive scheduled for December 2013 to clarify direction.</p>	30/06/2014

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<i>Individual Key Responsibilities</i>	<i>STATUS</i>	<i>PROGRESS COMMENTS</i>	<i>COMP DATE</i>
Strategy: 4.1.1 Complete the Victoria Park Lake redevelopment project.			
4.1.1.1 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.	Completed	Works at Western Park and associated works at Tom Collins Drive completed July 2013.	30/06/2014
4.1.1.1 Continue to implement projects under the Victoria Park Lake Master Plan within budget provision.	In Progress	Various projects completed recently including Con Paling Reserve upgrade, Western Park Upgrade and Tom Collins Drive Upgrade. Further works subject to available capital budget.	28/02/2014
4.1.1.1 Investigate long term future options for the Victoria Lake Holiday Park site as part of the development of a Master Plan	In Progress	Project brief to be prepared to seek quotations for the investigation of long term future options.	30/06/2014

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<i>Individual Key Responsibilities</i>	<i>STATUS</i>	<i>PROGRESS COMMENTS</i>	<i>COMP DATE</i>
Strategy: 4.1.2 Work with the community to continue the development of the Australian Botanic Gardens Shepparton.			
4.1.2.1 Continue to support the Friends of the Australian Botanic Gardens Shepparton committee.	Completed	Review completed and works continue to be progressed by the Committee of Management.	30/06/2014
4.1.2.2 Integrate the development of the Kialla Landfill site into RiverConnect activities.	Ongoing	Development of the site continues as the Shepparton Botanic Gardens with plantings undertaken and implementation plans on track for site to be incorporated into RiverConnect Shepparton -Mooroopna walking cycling paths.	30/06/2014

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<i>Individual Key Responsibilities</i>	<i>STATUS</i>	<i>PROGRESS COMMENTS</i>	<i>COMP DATE</i>
Strategy: 4.1.3 Review and adopt the Tatura Park Master Plan and develop an integrated sporting facilities master plan with the Howley Complex.			
4.1.3.1 Develop a sporting master plan for Tatura which integrates with the current Tatura Park and Howley Complex Master Plans.	In Progress	A masterplan which integrates both Tatura Park and Howley Complex 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 and upgrades to Wilson Hall. This Masterplan will be revisited in 2013/14 to progress to completion.	30/06/2014

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<i>Individual Key Responsibilities</i>	<i>STATUS</i>	<i>PROGRESS COMMENTS</i>	<i>COMP DATE</i>
Strategy: 4.2.1 Develop a long term plan for the Shepparton aerodrome which includes provision for its possible relocation.			
4.2.1.1 Develop an application for funding to support the completion of a feasibility study on the long term plan for the aerodrome.	In Progress	Application currently being developed, awaiting development of a brief from the Major Projects department to inform the application.	30/06/2014

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<i>Individual Key Responsibilities</i>	<i>STATUS</i>	<i>PROGRESS COMMENTS</i>	<i>COMP DATE</i>
Strategy: 4.2.2 Advocate for the delivery of improved passenger rail services to the Greater Shepparton including "Fast rail" services.			
4.2.2.1 Advocate to the state government for improved passenger rail services to Greater Shepparton leading up to the state election 2014.	In Progress	"Make Shepparton Greater Advocacy Campaign Plan" under development to capitalise on past representation and further strengthen councils positive position.	30/06/2014

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<i>Individual Key Responsibilities</i>	<i>STATUS</i>	<i>PROGRESS COMMENTS</i>	<i>COMP DATE</i>
Strategy: 4.2.3 Advocate for the return of rail freight as an option for regional freight businesses.			
4.2.3.1 Continue to lobby for the Melbourne to Brisbane inland rail route to be constructed along the "Foodbowl Rail Alignment".	Ongoing	Meeting with Theiss identified route to pass through Shepparton - will continue to lobby for this route. Draft confidential report has been received and Council will support publicly once this report has been made public.	30/06/2014
4.2.3.2 Actively participate in the Foodbowl Inland Rail Alliance.	Ongoing	Meeting held with Theiss during September - to discuss route via Shepparton rather than Wagga - Minister Powell currently drafting a letter of support for this route. IA will continue to lobby.	30/06/2014

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<i>Individual Key Responsibilities</i>	<i>STATUS</i>	<i>PROGRESS COMMENTS</i>	<i>COMP DATE</i>
Strategy: 4.2.4 Adopt and commence implementation of the Greater Shepparton Cycling Strategy 2013-2017.			
4.2.4.1 Commence implementation of the outcomes of the Greater Shepparton Cycling Strategy.	In Progress	Capital bids for projects to implement the Cycling Strategy have been included in the draft 2014-15 budget and 10 year capex budget.	30/06/2014

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<i>Individual Key Responsibilities</i>	<i>STATUS</i>	<i>PROGRESS COMMENTS</i>	<i>COMP DATE</i>
Strategy: 4.2.5 Advocate the Federal and State Governments for a commitment for funding to enable the commencement Shepparton Bypass for the Goulburn Valley Highway.			
4.2.5.1 Pursue the completion of environmental works in readiness for construction of the Shepparton Bypass and second river crossing on the Goulburn Valley Highway.	In Progress	Shepparton Bypass forms part of Victoria's submission to Infrastructure Australia for consideration as part of Nation Building 2. Timing for construction is indeterminate but Council has endorsed and supports the Shepparton Bypass action group	30/06/2014
4.2.5.1 Continue to lobby for the construction of the Shepparton Bypass and second river crossing.	Ongoing	Shepparton Bypass will feature significantly in new updated 'Ask of Government' document.	30/06/2014

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<i>Individual Key Responsibilities</i>	<i>STATUS</i>	<i>PROGRESS COMMENTS</i>	<i>COMP DATE</i>
Strategy: 4.2.6 Lobby and advocate to other levels of government for funding for major infrastructure projects.			
4.2.6.1 Expend Ninety per cent of the adopted Capital Works Budget, excluding works undertaken by developers. (KSA)	In Progress	Capital Budget progressing on track as at 13 December 2013.	30/06/2014
4.2.6.1 Work with VicRoads to establish a business case for the duplication of McLennan Street in Mooroopna from Echuca Road to Excelsior Avenue.	In Progress	Shepparton Bypass forms part of Victoria's submission to Infrastructure Australia for consideration as part of Nation Building 2. Timing for construction is indeterminate but Council has endorsed and supports the Shepparton Bypass action group chaired by Council appointed Peter Johnson. VicRoads has prepared a layout plan of the upgrade from Mooroopna to Excelsior Avenue	30/06/2014

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

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<i>Individual Key Responsibilities</i>	<i>STATUS</i>	<i>PROGRESS COMMENTS</i>	<i>COMP DATE</i>
Strategy: 4.2.8 Advocate and lobby for funding to enable commencement of the Maude Street bus interchange project.			
4.2.8.1 Complete the concept plans for the Maude Street bus Interchange and Maude Street.	In Progress	Bus Interchange and Maude Street concept designs endorsed by Council for consultation. Consultation occurred in June. Consideration of submissions to be completed in 4 quarter of 2013. March 2014 OCM to adopt finalised concept design.	30/06/2014

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<i>Individual Key Responsibilities</i>	<i>STATUS</i>	<i>PROGRESS COMMENTS</i>	<i>COMP DATE</i>
Strategy: 4.2.9 In collaboration with the community lobby and advocate for the continued development of the Railway station precinct with priority linkage to the CBD.			
4.2.9.1 Lobby the Victorian Department of Transport to redevelop the Shepparton Railway Station precinct, to improve access to and from the CBD.	In Progress	Expression of Interest originally submitted did not received traction from State Government. This project now forms part of the Transformational Projects brief that has been developed for State Government consideration. Council has had work undertaken to demonstrate social and economic benefits of all transformational projects identified.	30/06/2014

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<i>Individual Key Responsibilities</i>	<i>STATUS</i>	<i>PROGRESS COMMENTS</i>	<i>COMP DATE</i>
Strategy: 4.3.1 Review councils Municipal Strategic Statement.			
4.3.1.1 Review Municipal Strategic Statement.	In Progress	The MSS has been reviewed on a number of occasions as a result of the implementation of adopted strategy work, including most recently the implementation of the housing strategy. The MSS was updated as part of the approval of the rural strategy. Implementation of the industrial strategy will commence in first qrt 2014. Retail strategy will further amend the MSS.	30/06/2014

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<i>Individual Key Responsibilities</i>	<i>STATUS</i>	<i>PROGRESS COMMENTS</i>	<i>COMP DATE</i>
Strategy: 4.3.2 Ensure Developer Control Plan's minimise council's requirement for expenditure within developments.			
4.3.2.1 Continue to implement the Developer Contribution Plans in accordance with the state government guidelines and the Municipal Strategic Statement.	In Progress	North East Corridor and South East Corridor currently being finalised in accordance with the guidelines. GAA assisting to achieve best practice.	30/06/2014

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Strategy: 4.3.3 Continue to develop structure plans for our growth corridors.			
4.3.3.1 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.(KSA)	In Progress	All planning and procurements complete. Construction works underway in accordance with BBRC funding agreement and DCP.	30/06/2014
4.3.3.1 Implement recommendations from the Council's adopted Housing Strategy.	Completed	The Greater Shepparton Housing Strategy was adopted June 2011. The provisions of the Greater Shepparton Housing Strategy have been integrated into the Greater Shepparton Planning Scheme through Amendment C93 on 21st June 2012. Remaining action will be implemented into service and budget planning processes.	30/06/2014
4.3.3.2 Complete North East and South East Growth Corridor structure plans and Developer Contribution Plans	In Progress	The Growth Areas Authority have been engaged to finalise documentation for the North East Precinct Structure Plan. This is expected to be completed in first qrt 2014. Hansen have recommened the finalisation of the South East Growth Corridor Precinct Structure Plan. This is expected to be completed in first qrt 2014.	30/06/2014
4.3.3.3 Commence Shepparton East interface investigation	Deferred	Deferred pending completion of a flood study in the area by the Catchment Management Authority.	30/06/2014
4.3.3.4 Finalise the integrated planning framework to promote a triple bottom line approach to decision making.	In Progress	The Planning and Environment Act 1987 requires the consideration of social, environmental and economic planning issues as part of all decision making on land use planning. The Council report template has been changed to accommodate these matters.	30/06/2014

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Individual Key Responsibilities	STATUS	PROGRESS COMMENTS	COMP DATE
Strategy: 5.1.1 Develop, adopt and implement Councils marketing and communication strategies.			
5.1.1.1 Adequately support and resource community engagement activities.	In Progress	<p>Council continues to offer the Community Matching Grants program , to encourage Asset Based Community Development to support grass roots groups originating from the Greater Shepparton community. At the September 2013 Ordinary Council Meeting Council approved to fund 17 projects to the value of \$35,428.68 representing round one of the Community Matching Grants scheme. Round two of the program is now open with applications 7 February 2014.</p> <p>Over August and September 2013, Community Plan Steering Committees and Council staff undertook a thorough community consultation process to review each Community Plan to ensure the priorities set by the Action Plan were still relevant. The consultation gathered feedback from the wider community about which priorities they felt were most important for their Steering Committee to focus on for the next twelve months and highlight up to four priorities that they would like to concentrate on over the next year. Council "noted" this document at the December 2013 Ordinary Council Meeting.</p>	30/06/2014
5.1.1.1 Implement evaluation of the Marketing Strategy.	In Progress	<p>2013/2014 Marketing strategy developed and is currently being implemented. There are two main campaign relating to the strategy - Great Services Great People campaign and Make Shepparton Greater.</p> <p>To date six council departments have been profiled via the Great Services Great People campaign.</p> <p>The Make Shepparton Greater advocacy campaign is due to commence in February 2014.</p>	30/06/2014

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Strategy: 5.1.2 Review, adopt and implement council's community engagement strategy.			
5.1.2.1 Adopt and implement the Community Engagement Strategy.	In Progress	The Community Engagement Strategy was adopted on 7 July 2009 and supporting Community Development Framework was adopted on 16 November 2010. This Strategy will be reviewed in early 2014.	30/06/2014
5.1.2.1 Develop and implement systems and procedures to ensure that Council decision making remains transparent and accountable to the community.	In Progress	Councils Citizen Services and Infrastructure Services areas continue to review the software packages Confirm, Pathways and Merit to ensure that maximum benefit is being made of the packages across the organisation to support the provision of best practice services. Integrated Business software that will provide business planning, coordination and reporting provisions for the organisation to improve the reporting requirements to Council and the community has been implemented across the organisation. The software is also being utilised for developing departmental Business Plans that deliver on the identified Goals, Objectives and Strategies contained within the Council Plan and the responsibilities identified in the Organisational Transition Plan. The development of an agenda management system has been completed and was rolled out to the organisation for implementation from 01 July 2013. Current development of an Integrated Project Management solution is underway with implementation commenced for use in the 2014-15 budget process.	30/06/2014
5.1.2.12 Organisational Scan - Implementation of the recommendations from the organisational scan.	In Progress	Organisational Scan completed and reported to Council. New structures under implementation and transition plan implementation in progress and regular reporting structure to Council is in place.	30/06/2014

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Strategy: 5.1.3 Implement a "Citizen first" commitment to the delivery of our services.			
5.1.3.1 Review and update Council's "Customer First" commitment.	In Progress	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.	30/06/2014
5.1.3.2 Achieve an Overall Community Satisfaction survey result of greater than 55. (KSA)	In Progress	Planning has commenced for conduct of the Community Satisfaction Survey with results to be available in May 2014.	30/06/2014
5.1.3.3 Achieve an overall Council Direction community satisfaction survey result of greater than 51.(KSA)	In Progress	Planning has commenced for conduct of the Community Satisfaction Survey with results to be available in May 2014.	30/06/2014
5.1.3.4 Achieve an overall Customer Contact community Satisfaction survey result of greater than 68. (KSA)	In Progress	Planning has commenced for conduct of the Community Satisfaction Survey with results to be available in May 2014.	30/06/2014
5.1.3.5 Achieve an overall Advocacy Community Satisfaction survey result of greater than 55. (KSA)	In Progress	Planning has commenced for conduct of the Community Satisfaction Survey with results to be available in May 2014.	30/06/2014

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Strategy: 5.1.4 Increase the use of social media to enhance community engagement and discussion.			
5.1.4.1 Maintain social media networks across key program areas - 2013/14 - KidsTown, Aquamoves and Get Mooving Greater Shepparton	Ongoing	KidsTown, Aquamoves and Get Mooving Greater Shepparton all have social networking sites and are currently the 3 of the top 4 'liked' sites across Council	30/06/2014

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Strategy: 5.2.1 Work with Strathbogie and Moira Shires to improve service delivery to our respective communities via the Goulburn Valley Regional Collaborative Alliance.			
5.2.1.1 Complete the Hume Regional Growth Plan	Completed	Hume Regional Growth Plan adopted by Council.	30/06/2014
5.2.1.1 Identify at least 1 Key Project opportunity to work as lead with the Goulburn Valley Regional Collaborative Alliance on	In Progress	Contacted Strathbogie, Moira and Valleysport re: a collaborative Sports Development Strategy. Valleysport committed \$10k to support the project if it went ahead. Moira initially committed however Strathbogie declined as they weren't ready. Based on budget review we may not deliver our component of Sports Development Planning this year (2013/14), which may provide an opportunity to re-visit with all	30/06/2014

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Individual Key Responsibilities	STATUS	PROGRESS COMMENTS	COMP DATE
Strategy: 5.2.2 Proactively lobby politicians and the Local Government Sector for support in the delivery of services to our community.			
5.2.2.1 Engage Victorian and Australian politicians in the pursuit of community priorities.	Ongoing	Council continues to take opportunities to meet with both Federal and State Politicians in various locations to ensure that the region's interests on numerous issues are continually reviewed. Visits to the region enable Ministers to review first hand the issues facing our region. Council continues to host regular Ministerial visits from Ministers Naphine, Powell, Ryan, Lovell and MLC Damian Drum. in the past six months. In addition meetings have been held in Melbourne with Ministers Naphine, 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 met with the Minister for Aviation regarding relocation of Greater Shepparton Aerodrome.	30/06/2014
5.2.2.1 Continue to lobby Victorian and Australian governments for a more suitable local government funding model.	In Progress	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 were briefed and lodged a submission to the committee. The aim of the proposed amendment to the constitution is to provide for financial recognition of local government. A planned referendum to be held at the 2013 Federal Election did not eventuate. Council staff have undertaken a review of the Strategic Resource Plan to ensure a long-term financial model was adopted as part of its 2013-17 Council Plan including funding from all sources. Council and council officers will continue to seek opportunities to improve the current funding models to ensure more certainty of ongoing funding support.	30/06/2014

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<i>Individual Key Responsibilities</i>	<i>STATUS</i>	<i>PROGRESS COMMENTS</i>	<i>COMP DATE</i>
Strategy: 5.2.3 Seek opportunities for partnerships with the non-government sector to support Greater Shepparton in the delivery of services to our community.			
5.2.3.1 Continue to promote Greater Shepparton as an important regional centre, with the capacity to support significant population growth.	Ongoing	Submission developed to 'Plan Melbourne' and updated 'Ask of Government' document currently being planned for development prior to end of January 2014.	30/06/2014
5.2.3.2 Continue to demonstrate our capacity to effectively deliver programs and activities in partnership with other levels of government.	Ongoing	Council has received numerous government grants to deliver both operating programs and capital works. Officers continue to negotiate with various government departments and agencies in relation to ongoing funding opportunities and other partnerships. Work is currently being undertaken internally to identify the projects that will be a Council priority should funding be announced.	30/06/2014

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Strategy: 5.2.4 Develop, Adopt and implement a service planning model for the services that council provides for the community.			
5.2.4.1 Commence implementation of a service planning model and undertake completion of two service planning reviews for adoption by Council. (KSA)	In Progress	Delays in recruitment of staff to fill the identified business planning positions , recently advertised Team Leader position with not applicants , has meant that we have not yet been able to establish the appropriate service planning model and commence implementation. A review will be undertaken prior to the end of January 2014 to establish a priority approach to this activity.	30/06/2014

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Strategy: 5.2.5 Continue to advocate for improved levels of support from Federal and State Government.			
5.2.5.1 Seek out opportunities for improved levels of support from governments.	In Progress	Opportunities taken at meetings and other functions to engage politicians and senior staff at all government levels to present Sheppartons case for improved support. "Make Shepparton Greater Advocacy Campaign Plan" under development.	30/06/2014

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Individual Key Responsibilities	STATUS	PROGRESS COMMENTS	COMP DATE
Strategy: 5.3.1 Complete the implementation of the transition management plan.			
5.3.1.2 Maintain the Council's position as an industry leader in the identification and management of risk.	In Progress	The introduction of "The Vault" risk management software solution commenced in February 2013 and final population of data is currently under review. The availability of this system subject to further evaluation 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 system along with issues that arise from future incidents and audits to enable monitoring of actions taken by assigned staff to manage the risks identified. The processes undertaken by the Risk Management team and Occupational Health and Safety Officer continue to be of a high standard.	30/06/2014
5.3.1.6 Promote an organisational culture of effective decision making and inclusiveness.	In Progress	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. 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 eg cross-organisational working groups and training are being used in ongoing implementation of systems to support the cultural change required to enhance effective decision making and inclusiveness. The Transition Plan is targeted for completion by September 2014.	30/06/2014

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Strategy: 5.3.2 Develop and review annually Councils long term financial plan (10 year).			
5.3.2.2 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. (KSA)	In Progress	September Quarter Budget Review forecasts an end of year operating surplus of \$6.3 million which is \$2.5 million less than budget due to increase in depreciation expense of \$2.2 million resulting from revaluation of infrastructure assets.	30/06/2014
5.3.2.3 Maintain sufficient working capital to sustain operations by achieving and actual working capital ratio for 2013/14 greater than the adopted 2013/14 budget. (KSA)	In Progress	September Quarter Budget Review projects that working capital at the end of the financial year will be \$1.2 million less than budget. This is mainly due to expenditure required to complete the Vaughan Street reconstruction project being \$980,000 more than the adopted budget.	30/06/2014
5.3.2.3 Undertake an annual review of Council's long term financial plan	In Progress	Annual review planning has commenced.	30/06/2014
5.3.2.3 Develop Council's 10 year capital works program	In Progress	Council's projected 10 year capital works program is to be prepared and included in the next review of Council's Strategic Resource Plan.	30/06/2014

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<i>Individual Key Responsibilities</i>	<i>STATUS</i>	<i>PROGRESS COMMENTS</i>	<i>COMP DATE</i>
Strategy: 5.3.3 Develop and adopt a comprehensive Strategic Resource Plan which contains strategic direction for the management of the resources for council.			
5.3.3.1 Undertake an annual review of the Strategic Resource Plan 2013-2023	In Progress	Planning commenced in December 2013	30/06/2014
5.3.3.1 Review the Greater Shepparton 2030 Strategy.	In Progress	Greater Shepparton 2030 review programmed for commencement in 1st quarter of 2014.	30/06/2014
5.3.3.1 Develop an asset retirement strategy	Not Started	To be incorporated into Review of Asset Management Strategy.	30/06/2014

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Individual Key Responsibilities	STATUS	PROGRESS COMMENTS	COMP DATE
Strategy: 5.3.4 Complete a Workforce Development Plan which will enable GSCC to become an employer of choice.			
5.3.4.1 Continue to implement our strategic human resources plan and recognise the value of our staff.	In Progress	Ongoing delivery of support to the organisation is being provided to assist in the transition to the new establishment. Support ongoing in relation to the provision of organisational learning to ensure staff are well supported across the organisation . Development of the People Performance Strategy which outlines the past 18 months of progress, alignment to the Transition Management Plan and set a direction for the future , including the implementation and roll out of the Hermann Whole Brain Model and the HBDI Instrument for Directors, Senior Leaders and all staff over the next 12 months to 2 years.	30/06/2014
5.3.4.16 Encourage and provide training opportunities for councillors and staff to increase their knowledge and skills.	In Progress	Training has been undertaken as part of the induction program for councillors following the Local Government Elections which was dependant on availability. Corporate training continues to be provided. Mandatory training continues to be delivered and added to the ongoing training delivery program.	30/06/2014
5.3.4.5 Promote continuous improvement throughout the organisation.	In Progress	Under the new organisational structure a new area has been created which will concentrate effort on the provision of business planning which will include the application of continuous improvement across the organisation. 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, best value to the community will be established. Delay has been experienced in recruitment and internal review is currently underway.	30/06/2014

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Strategy: 5.3.5 Develop and adopt best practice project management principles including asset investment guidelines which will guide Council investment in existing and new assets.			
5.3.5.1 Continue to drive Greater Shepparton Project Planning methodology through the projects office.	In Progress	The Project Management Office are driving improved project planning in conjunction with Integrated Project Management software. Software implemented from December 2013.	30/06/2014
5.3.5.1 Implement the Project Assessment model.	In Progress	New guidelines in place for 2014/15 Capex budget.	30/06/2014

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Strategy: 5.3.6 Commence implementation of the 2013 Information, Communications and Technology (ICT) Management Strategy.			
5.3.6.4 Implement 2013/14 ICT Strategy initiatives	In Progress	Application Governance Framework established. Development needs of core systems are being confirmed and prioritised with key users.	30/06/2014
5.3.6.5 Undertake an annual review of Council's ICT Strategy	In Progress	A review of the ICT Strategy has begun, with consultation of the organisations ICT needs within 14/15 discussed within the Application Steering Committee November meetings. IS Manager to undertake further work to integrate the feedback of the committees with the budget constraints for 14/15.	30/06/2014

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Strategy: 5.3.7 Implement the objectives of the 2013 Purchasing Improvement Plan.			
5.3.7.7 Increase organisational awareness relating to purchasing requirements to ensure compliance with the Local Government Act and Councils Procurement Policy and Guidelines.	In Progress	Following on from the training sessions completed organisation wide prior to the July implementation date of the new Procurement Policy and Guidelines procurement staff are working closely with relevant staff in support of the ongoing implementation of the policy and guidelines. A twelve month review is planned for both the policy and guidelines prior to June 2014 to ensure both are relevant to a changing organisation. Reviews continue in relation to existing purchasing arrangements including formal contracts to ensure compliance with the Local Government Act.	30/06/2014

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Strategy: 5.3.8 Implement the approved recommendations from the Greater Shepparton 2013 Rating Review.			
5.3.8.1 Commence implementation of the Rating Strategy 2013-2017	In Progress	Year one of a two-year staged implementation to rating structure initiated as part of Council's 2013/2014 Budget. Policy to enable Council to consider concessions for charitable organisations residential or retail premises to be prepared.	30/06/2014
5.3.8.2 Implement the State Government Fire Services Property Levy	In Progress	State Government Fire Services Property Levy totalling \$6.5 million included as a separate charge on the Council's rates notice. Amount collected each quarter is passed on to the State Government.	30/06/2014

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