

ATTACHMENT TO AGENDA ITEM

Ordinary Meeting

22 November 2016

Agenda Item 10.2 Council Plan Progress Report

Attachment 1 Council Plan Report - September Quarter 2016 279



Greater Shepparton City Council

Specialist Plan Progress Report

Period: 01/07/16 - 30/09/16

Quarter: September

Council Plan 2013-17

Council Plan Structure

- 5 Pillars
- 16 Objectives
- 96 Strategies
 - 129 Actions of which:
 - 64 Completed
 - 49 Ongoing in nature
 - 12 In Progress
 - 4 Deferred

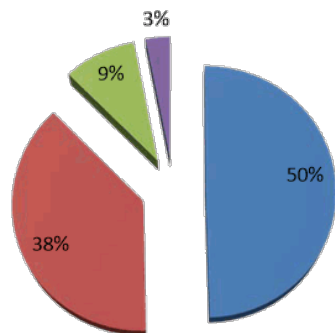
Key Strategic Activities

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

- 11 Completed
- 2 Ongoing in nature

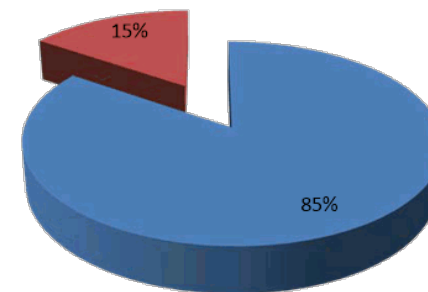
Action Progress

■ Completed ■ Ongoing ■ In Progress ■ Deferred



Key Strategic Activity Progress

■ Completed ■ Ongoing



Pillar	1	Active & Engaged Community (Social)
Objective	1.1	Continue to enhance Community Capacity Building
1.1.1 Develop and implement neighbourhood planning within the Shepparton community.		
1.1.1.1	(KSA)	Develop one Neighbourhood Plan and one Locality Plan endorsed by Council.
Completed		Two plans - one Locality (Arcadia) and one Neighbourhood plan (Kialla Lakes) completed in 2014-2015. Shepparton East and St George's Road Locality Plans were endorsed by Council in December 2015.
1.1.2 Continue to work with our communities to implement their community plans.		
1.1.2.1	(KSA)	Complete the Congupna Community Plan and have endorsed by Council.
Completed		
1.1.3 Review, amend, implement and monitor Council's community consultation and engagement strategy.		
1.1.3.1	(KSA)	Achieve a Community engagement community satisfaction survey result greater than 56.
Ongoing		The Community Engagement Survey is carried out by JWS Research on behalf of the Department of Environment, Land, Water and Planning. The Survey is completed in February and March annually with the Report being received in late June 2016. This year our Community Engagement and Satisfaction Rating was 49. The 2016/17 survey will be conducted in March 2017 with results to be received in late June 2017.
1.1.4 Develop effective partnerships with agencies to deliver improved community wellbeing (all age cohorts) outcomes.		
1.1.4.1		Deliver at least ten Programs in partnership with other government, community and/or corporate organisations
Ongoing		Activities in the Park delivered from October 2015 - March 2016 in partnership with 13 internal council departments, 41 community/corporate organisations, 3 media partners and 5 external sponsors. Walk to School Day delivered in partnership with VicHealth throughout October including the Pedometer Challenge
1.1.4.2		Monitor and appropriately support the provision of adequate quality children's services.
Ongoing		The developing role of quality assurance officer is strongly supporting this process. All services achieved "Meeting Standard" in their first Assessment and rating visit under the new National Quality Framework. Three services achieved "Exceeding Standard". We aim for all services to be "Exceeding" standard by 2020. All services will be rated at least once in this time period. Significant work has been completed in updating the Children's Services Policy and Procedure handbook. This change will put the emphasis on policies required by regulation and referring other practices to the National Quality Framework and Regulations.

Objective	1.2	Develop and implement a strategy for improving education for all ages.
1.2.1 Develop an Education Strategy that includes the principles of lifelong learning.		
1.2.1.1 (KSA)	Develop a Tertiary Education Strategy adopted by Council.	
Completed	New strategy not required. Council resolved at the July Ordinary Council Meeting "Council continues to progress education outcomes within Greater Shepparton, as per the requirement of the Council Plan. Council officers will continue to work with key stakeholders to improve the educational outcomes for Greater Shepparton's young people, support every child, every step of the way, from cradle to career, and improve the alignment between the educational offer and the skills requirement of business and industry".	
1.2.1.2	Continue to work with education providers to increase the range of locally available education options and promote life long learning.	
Completed	The Education Roundtable is an ongoing function with guidance being provided by the Economic Development, Tourism and Events Strategy. The Manager Economic Development has been appointed to the Latrobe University Regional Advisory Board and is also working with GOTAFE on progressing the new Jobs and Skills Centre. Manager Economic Development is also working on the Back to Work Economic Participation Coordination Project with the Victorian Government. A draft MOU has been developed between Council and La Trobe University.	
1.2.2 Review and amend (if required) Council's Higher Education Strategy with the aim to improve the aspirational goals of students to gain further skills by attending higher education.		
1.2.2.1	Ensure there are opportunities for arts education in the region	
Ongoing	The Shepparton Art Museum provides school holiday arts programs throughout the year. We deliver ongoing education programs throughout the year. These include preparing education packs for major exhibitions, and developing professional development sessions for teachers as well as tours for school groups. Public programs are developed around key areas, such as community engagement, Indigenous partnerships, and focus on particular ages, such as youth. SAM also runs regular holiday programs.	
1.2.3 In association with education providers and industry/business develop opportunities to assist with the attainment and retention of skills to support industry and business development in Greater Shepparton.		
1.2.3.1	Work with local business and education providers to devise strategies to retain young people in the region and build our community's intellectual capital and improve educational outcomes.	
Completed	This action is a part of the Economic Development, Tourism and Events Strategy.	

Objective	1.3	Ensure liveability options are always considered in our decision making activities.
1.3.1 Develop partnerships with Federal and State governments, statutory agencies, non for profits and private business to leverage growth within Greater Shepparton.		
1.3.1.1 (KSA) Develop a Marketing Strategy and have adopted by Council. Completed		
1.3.2 Develop, deliver and implement community safety initiatives with the State Government, Police, State agencies and the community, including but not limited to CCTV.		
1.3.2.1 Work with relevant stakeholders to continue community safety initiatives.		
Ongoing		Greater Shepparton City Council continues to deliver initiatives as highlighted in the Community Safety Strategy 2014-2017. Council was successful in it's application for the Safer Streets Program offered by the Attorney Generals Officer for the Go Light Up Edwards (GLUE) street renewal works. Council was granted approximately \$62,000, for capital works to be undertaken in 2016/17. Council in partnership with local service providers made an application to the Department of Health and Human Services for the Community ICE Action Grant, with funding to be announced in July. Council has commenced promoting positive community safety messages through the implementation of communications plan and a targeted radio campaign in conjunction with Southern Cross Austereo. StreetRider continues to operate on a Saturday night/Sunday morning to get late night venue patrons home safely. This continues to be funded by late night venue proprietors and local businesses. Council delivered Crime Prevention Through Environment Design (CPTED) training to internal staff and external guests. Offered was an introductory and intermediate level workshop.
1.3.3 Review and continue to implement the Greater Shepparton City Council Safer City Strategy.		
1.3.3.1 (KSA) Have Stage 1 Safer City Camera Project operational. Completed		
1.3.3.2 Work with all relevant agencies to promote the Community Safety Plan objectives and activities. Completed		
1.3.4 Renew and implement the Universal Access and Inclusion Plan.		
1.3.4.1 (KSA) Ensure that all kindergartens offer all eligible children 15 hours of kindergarten per week facilitated by a qualified kindergarten teacher.		
Ongoing		All GSCC kindergartens currently offer 15 hours of kindergarten to each eligible child in the year before they attend primary school. Uncertainty remains for Commonwealth funding beyond December 2017. Due to operational costs this will have a significant impact on the ability to maintain this service level post 2017.

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

Ongoing On 3 December 2015, Council with the support from a number of local organisations and agencies partnered to deliver International Day of a Persons with a Disability event. This event was held in the Queens Gardens Shepparton and attracted over 400 people on the day.

Recent outcomes of the Universal Access and Inclusion Plan include:

- Development of Events Advisory Kit
- Portable hearing loops purchased to be used at Council events and activities
- Portable ramps available free to loan to the community to make events and facilities more accessible.
- Communication Boards are accessible at Council's Customer Service areas.

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

Completed

1.3.5 Continue to review and implement the Positive Ageing Strategy objectives.**1.3.5.1 Implement the Positive Ageing Strategy outcomes and objectives.**

Completed The Positive Ageing Strategy 2009-14 was completed in 2014.

Highlights of the strategy include:

- Development of the Positive Ageing Advisory Committee
- Development of a wallet size seniors directory
- Celebration of Seniors Month in October
- Recognition of World Elder Abuse Awareness.

1.3.6 Continue to support the ongoing planning and resourcing of Emergency Management.**1.3.6.2 Review and update the Emergency Management Plan annually to ensure its ongoing relevance.**

In Progress The Municipal Emergency Management Plan (MEMP) is being reviewed this year. This process has commenced and progress will be reported to the MEMP committee. The plan will be audited in September 2016.

1.3.7 Continue to implement the Early Years Plan objectives.**1.3.7.1 Implement the Early Years Plan outcomes and objectives.**

1. All children enjoy a healthy start to life.
2. All children are supported to become confident learners.
3. Greater Shepparton – a child and family friendly community.
4. Collaborative planning and service development.

Ongoing The 2015-2019 Best Start Early Years Plan was adopted unanimously at the October Council Meeting. The outcomes identified are largely carried on from the previous plan. The nature of the outcomes is such that they will be achieved over long term concentration on positive influencing factors. The new Best Start Funding guidelines prescribe two mandatory Primary Outcomes; "Improving active engagement in Maternal & Child Health Services" and "Increasing participation in early education services kindergarten with a focus on vulnerable families". These two outcomes already exist in our Best Start Early Years Plan. Work towards these outcomes is well embedded in the work of the Best Start partnership and our early childhood services.

One of the key features of the new plan is the "Developing Language in Early Childhood Settings" training which has been developed locally. This training has completed the piloting stage and is now being offered to early childhood services in a variety of delivery methods to meet the needs of early childhood professionals. This program has the strongest links Outcome 2: Every child is supported to become a confident learner.

Key players in the implementation of the Best Start Municipal Early Years Plan have undertaken significant pilot training to meet the current requirements of the Best Start Funding. As a pilot site for the training the learnings provided by these participants has been important in the roll out of training to other Best Start sites across Victoria.

1.3.8 Develop, adopt and implement the Greater Shepparton City Council Municipal Health and Wellbeing Action Plan.

1.3.8.1 Get Mooving Greater Shepparton in partnership with the Federal Government and key community agencies and Melbourne based sports clubs deliver a series of programs that encourage improved health and well-being focussing on physical education, nutrition and on-going capacity building.

Completed Program has been fully completed in line with the agreement with the Department of Health and Ageing. Final audited report was submitted in September 2014.

1.3.8.3 Implement the Municipal Public Health Plan.

Ongoing The annual Health Careers Day was delivered in May 2016. The Careers Day provides an opportunity for secondary school students to experience health careers in a hospital setting. Council is in the process of undertaking a review of the Health Grant pilot program. The evaluation will indicate the success and sustainability of the grant going forward. An analysis was undertaken of the use of the council hydration trailer providing free drinking water at events. This data has highlighted the need for additional resources to provide free drinking water at council events. This will be delivered in 2016/17. Council supported Immunisation Week 2016 with joint initiatives with the Environmental Health team & Children and Youth Services. This saw a promotional campaign and the translation of immunisation data into other languages.

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

Ongoing Council has worked in partnership with Gallery Kaiela and Shepparton Art Museum to deliver the Art for Empowerment Project. Art of Empowerment is a 12 week program for HACC eligible clients of various ages, backgrounds and abilities. Participants work on an art piece that represents their own personal story. Participants were actively involved in planning and organising the forth coming exhibition of their work. Council invited a representative from the Council Of The Ageing (COTA), to hold an information session for interested citizens regarding the upcoming transition to My Aged Care and information on advocacy services available through COTA. Council recognised World Elder Abuse Awareness day on the 15 June 2016 by lighting the Monash Park tree in purple. Council was successful in receiving funding from the Department of Health and Human Services for the establishment of a Changing Places Facility. Construction on this facility will commence in 2016/17.

Objective	1.4	Provide sustainable community services to our community.
1.4.1 Review the provision of library services, including potential partnerships and infrastructure requirements.		
1.4.1.1 Manage the provision of GSCC library services, including participation and reporting to the GVRL board.		
Completed	A Council officer and a Councillor attend GV Library board meetings during the year and contribute to all strategic planning and decision making of the board. All meetings have been held and adequately attended for the 2015-16 period.	
1.4.3 Continue to lobby, advocate and prioritise the needs of vulnerable and disadvantaged citizens and advocate on their behalf.		
1.4.3.1 Prepare a waiving fees hardship policy		
Completed		
1.4.4 Monitor and appropriately support the provision of quality services within the municipality.		
1.4.4.125 Through the implementation of proactive maintenance inspection programs 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		
Ongoing	Service levels better than 90% target across all asset areas as at quarter 2 with the exception of footpaths where we are meeting >85% of defects resolved within planned intervention periods. An updated report will be available for the fourth quarter.	
1.4.4.2 Annual visitation across Aquamoves, Outdoor Pools, Sports Stadiums, KidsTown and Healthy Communities Programs exceeds 650,000 visits		
Ongoing	Total visitation across all areas for 2015/16 of 754,305 exceeded target by 16% and over 100,000 visits.	
1.4.4.20 Support and encourage opportunities for constructive and productive youth engagement.		
Ongoing	<p>The inclusion of Word and Mouth as a Children's and Youth Services branch will develop further links in the youth sector and enable the adoption of multiple agency functions. The current priority for this shift is the assimilation of W&M events, objectives and plans with the GSCC Youth action and Strategy Plan and the commitment to maintain W&M's objective - for young people by young people.</p> <p>Council is participating in The Lighthouse project to develop a Youth Hub within the Shepparton CBD. The purpose, design and engagement strategies as well as funding and governance are currently the main focus of the working group.</p> <p>Council's Youth Development Officer is working in a number of partnerships to develop a range of events and opportunities for young people. These include the Indigo Market in National Youth Week, Careers Day Out and the Medical Careers showcase.</p> <p>Council recently received the residual funding from the 'wind up' of the independent Word and Mouth Inc. This funding is to be allocated to the initiation and operation of a Youth Space in Greater Shepparton. This will make a major contribution to the Greater Shepparton Lighthouse Youth Haven Project.</p>	

1.4.4.23 Implement Domestic Wastewater Management.

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

1.4.4.24 Implement Food Safety Management Strategy.

Completed

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

Completed

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

Completed

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

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

Objective	1.5	Embrace and Strengthen cultural harmony and diversity.
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1.5.1 Continue to engage and partner with our aboriginal community to support improved opportunities and outcomes in employment and health.**1.5.1.2 Engage with the indigenous community to provide improved opportunities and outcomes.**

Ongoing Council has again partnered in the delivery of Sorry Day and NAIDOC week initiatives. This year Sorry Day was well attended by all community members in particular the schools. This year Councils NAIDOC support has continued in the planning and financial commitment towards the week of events hosted by Rumbalara. Further Council has undertaken a project with Rumbalara to design new entry flags that will be displayed each year and include local indigenous art.
Council has continued to undertake discussion regarding the Algabonyah Agreement as well as the continuation of the Aboriginal employment secondment to the People and Development team.

1.5.2 Ensure council's activities and events support and enhance cultural harmony and inclusiveness.

1.5.2.1 Engage cooperatively with the Aboriginal community to identify and preserve their culture.

Ongoing Council continues to partner with local aboriginal organisations to support, identify and preserve their culture. Council provides support to Unity Cup, Sorry Day, Reconciliation Week and NAIDOC week. At large events and festivals, Council engages traditional owners to perform a Welcome to Country.

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

Ongoing The Cultural Diversity Strategy continues to be delivered. Recently Refugee Week was celebrated with a community launch in the Maude Street Mall supported by local support services and a movie night showing Desert Flower a movie on FGM. A guest speaker from NO FGM Australia attended to provide a debrief opportunity after the event and also a PD day for Childrens Services and Maternal Child Health staff the next day. Council delivered an Understanding Islam Workshop to local professionals in May that was well attended and opened up the conversation for both non Muslim & Muslim people to understand their religion better. A small business workshop aimed at our CALD community will be delivered in June to highlight and support the growth of local CALD businesses.

1.5.3 Continue to monitor, review annually and implement the Greater Shepparton City Council Cultural Diversity and inclusion Strategy.

1.5.3.1 Engage with all Cultural Diversity stakeholders to implement the Greater Shepparton City Council Cultural Diversity and Inclusion Strategy.

Ongoing Culture Chat, a Council hosted cultural discussion group, continues to meet monthly to discuss and inform cultural focuses for our municipality. The groups Facebook page continues to attract new members and share community events and initiatives.

1.5.4 Recognise and take advantage of opportunities to celebrate our diversity.

1.5.4.1 Continue to celebrate our diversity and inclusion strategy through a wide range of community events.

Ongoing Cultural celebrations included:

- Apology Day
- Sorry Day
- Reconciliation Week
- NAIDOC Week
- Cultural Diversity Week
- Refugee Week
- Harmony Day
- Wesak

Objective	1.6	Value Arts, Culture and Heritage as an integral part of our dynamic community.
1.6.1 Continue to support and promote arts initiatives.		
1.6.1.1	Ensure that the Performing Arts and Art Gallery activities continue at a high level and provide diverse programs.	
Completed	On the 7 December Riverlinks launched the 2016 season with performances from locals Days of Daze, Connor McDonald, Katrina Mahoney, Helen Rankin and a GVCO Quartet. Highlight so far in 2016 include well attended performances of the play Wuthering Heights, the Comedy Roadshow and the Aboriginal Comedy Allstars as well as shows for mature audiences in the afternoon such as Songs of the War Years and The Lennon and McCartney Songbook. A collaboration with the local Pacific Island community, Multicultural Arts Victoria and Riverlinks led to the very successful Pasifika Showcase in late May 2016. Commercial hires continued to attract good audience and provide good income for Riverlinks: the Wiggles, Giggle and Hoot, Foster and Allen and Celtic Illusion to name just a few.	
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 Shepparton Art Festival was successfully held over March 2016.	
1.6.3 Renew and implement the Arts and Culture strategy (which includes public art).		
1.6.3.1	Develop a comprehensive Arts and Culture Strategy and Policy for Greater Shepparton and pursue implementation of any identified outcomes.	
In Progress	Currently examining all of the past documents and drafts developed around an Arts and Cultural Strategy and Policy in order to begin developing a new Policy in consultation with relevant stakeholders. Meetings have been held internally and with external stakeholders.	
1.6.4 Continue to undertake the Greater Shepparton City Council Heritage Study by implementing Stage 3 - gap study.		
1.6.4.1	Complete and implement Heritage Study 2B.	
Completed		

1.6.5 Establish the Shepparton Art Museum Foundation.

1.6.5.1 Complete the nomination and selection process for formation of the Shepparton Art Museum Foundation.

Completed

1.6.6 Continue the feasibility investigations for a new location for the Shepparton Art Museum (SAM).

1.6.6.1 Complete a feasibility study into the construction of a new art gallery

Completed

Feasibility study has been completed; funding applications for state and federal governments 30/06/2017 have been completed and \$10M secured and confirmed; SAM Foundation confirmed commitment of \$4.5M to the project, and working on a further \$8 for SAM endowment; Developed an Architecture Competition, endorsed by the Institute of Architects. First stage of EOI process now complete. Shortlisting underway for Second stage Concept Design process. SAM Limited underway for new Governance model.

Pillar	2	Enhancing the Environment (Natural)
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Objective	2.1	Ensure that the environment is a major priority in planning for the future.
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2.1.1 Ensure that development applications provide sustainable management plans which incorporate sustainable building design concepts, water use and stormwater management plans.

2.1.1.1 (KSA) Adopt an Environment and Sustainability Strategy.

Completed

2.1.1.2 Continue to implement the Sustainable Water use Plan and Stormwater Management Plan.

Ongoing

Sustainable Water Use Plan has been reviewed and is scheduled for adoption in the second half of 2016. Stormwater Management Plan - Council has co funded the Stormwater Education Officer; support of water week and monthly water quality testing at 6 sites. The SWMP will be reviewed during the 2016/17 financial year.

2.1.2 Ensure that development applications take into account the importance of agricultural land to the Greater Shepparton community and its economy.

2.1.2.1 Continue to implement the provisions within the Municipal Strategic Statement including the Regional Rural Landuse Strategy

Completed

2.1.3 Advocate for and lobby governments to improve community access and safety within the Lower Goulburn National Park.

2.1.3.1 Acknowledge and appreciate the value placed on the rivers by local Aboriginal people and promote an active park management role for the Aboriginal community.
Completed Promotion of Yorta Yorta and Rumbalara Aboriginal groups park management roles are supported through representatives on the RiverConnect Implementation Advisory Committee. Council discussions with Yorta Yorta regarding Yorta Yorta language on interpretive signage at Boulevard Bush Reserve.

2.1.3.3 Support the establishment of the Shepparton Regional Park and the Lower Goulburn National Park and work to ensure they are appropriately resourced to maximise their community benefit.

Completed The Shepparton Regional and Lower Goulburn National Park have been created.

2.1.3.4 Support the RiverConnect project with financial and political resources

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

2.1.4 Advocate, lobby and work in partnership the state government to minimize the fire risk to our community on state government controlled land.

2.1.4.1 Through the Emergency Management Planning Committee and the Fire Prevention Committee liaise with all State Government partners to ensure appropriate risk management relating to fire risk on state government controlled land.

Ongoing Both committees are struggling to meet and comply with the requirements of legislation and the Emergency Management Manual Victoria. Council has a resourcing issue in this area that needs to be addressed in the future.

2.1.5 Work with Department of Primary Industry, Goulburn-Murray Water, Industries, University of Melbourne and other municipalities to ensure the use of irrigation water is both innovative and maximised.

2.1.5.1 Continue to engage the other levels of government in relation to water reform, to ensure that the long term interest of the Goulburn Valley are protected and enhanced.

Ongoing Decisions were made to wait for the Murray Darling Basin Plan final report to ensure our study was consistent with this. Council has made a submission to the Victorian State Government Water for Victoria Discussion Paper. Council has been addressed by representatives of GMW on the current status of the connections project. Council is also beginning the process of Intergrated Water Management

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

Ongoing This is an ongoing process with the irrigation and agriculture industry. There are regular discussions with all parties about technology improvements and how Council can assist with adoption or implementation. The chairman of the committee has confirmed that there will be no expo in 2016. There is an intention to have an expo in 2017. This presents itself as an opportunity to revamp the event. Council officers making contact with Andrew Chittick regarding the future of the event to understand challenges and ascertain if Council can assist.

2.1.6 Finalise, adopt and commence implementation of the Environmental Sustainability Strategy.

2.1.6.1 Following adoption of the Environmental Sustainability Strategy commence implementation of the recommendations within the Action Plan 2014-17

Ongoing Adoption of the Environmental Sustainability Strategy was achieved in July 2014. Operational budget bids have been submitted for 2016/17 financial year with the following projects currently underway.

- Review of the Roadside Management Strategy – completed.
- Energy Reduction Plan – completed and adopted by Council
- Native Vegetation Offset Management Plan – underway but on hold until finalisation on the State Governments review of the Native Vegetation regulations.
- Sustainability Grants program – underway.

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

Completed

2.1.7 Investigate the opportunities that are available to Council to enable council to support renewable energy options.

2.1.7.1 (KSA) Aquamoves environmental utility management improvements in operation.

Completed Project is now complete and handover over to operational staff

2.1.7.3 Promote and support community solar projects.

Ongoing As per action 3.3.1 of Environmental Sustainability Strategy council is currently working with the Tatura Energy Group to investigate the implementation of a 1MW solar power plant for the Tatura area. The group has made an application for a feasibility study from the State Government which has been successful. A meeting with rep's of GVCE was held on 24th June with key Council staff. Council has agreed to be part of EUA's.

2.1.7.4 Pursue renewable energy objectives and work towards the assessment of all Council sites to become more energy efficient.

Completed Energy Reduction Plan - changes being made to final draft. Plan outlines objectives for council. Energy audit undertaken for Welsford St complex. Working with consultant on the final audit.

2.1.8 Investigate the opportunities that will enable council to support the growth of solar usage within the city.

2.1.8.1 Work with relevant stakeholders to promote the expansion of solar usage within Greater Shepparton

Completed This action is being implemented through the Environmental Sustainability Strategy.

2.1.11 Continue to implement the Sustainable Purchasing Policy

2.1.11.1 Incorporate the sustainable purchasing policy into to newly adopted Procurement Policy and Guidelines.

Completed

2.1.12 Continue to reduce Councils Greenhouse Emissions.

2.1.12.1 Seek opportunities to enable a reduction in councils greenhouse emissions.

Completed

As per actions from the Environmental Sustainability Strategy Council has embarked on the following opportunities to reduce greenhouse emissions:

- Watts Working Better Street Lighting upgrade reduce greenhouse emissions by a minimum of 30,000 tonnes CO2 over 20 years
- Aquamoves co-generation plant reduce emissions by an estimated 600 tonnes CO2 per year
- Planet footprint reporting tracks councils energy usage and highlights reductions from energy reduction measures
- Energy reduction plan provides strategic direction for energy reduction and ensure resources we have are being used in the most efficient way. Plan being finalised before presentation to council.
- Energy audit conducted at Welsford St complex. Feedback from staff is being included in the final plan
- Transition of motor fleet to hybrid electric vehicles

Pillar	3	Economic Prosperity (Economic)
Objective	3.1	Maximise opportunities to ensure Greater Shepparton leads Victoria, retaining and attracting education and industry.

3.1.1 Develop and implement a Strategy which identifies resources needed to attract new business and industry to Greater Shepparton as well as retaining our existing businesses and industry.

3.1.1.1 Continue to develop and implement a range of business expansion and retention initiatives.

Ongoing

Currently working with the State Government on a range of business growth and increased employment initiatives. There will be further actions coming from the Economic Development, Tourism and Events Strategy once adopted. A survey is currently being undertaken with business to guide future assistance, particularly in relation to export readiness and actions from that survey undertaken.

3.1.1.2 Continue to implement the recommendations of the Economic Development Strategy.

In Progress

The draft strategy has been endorsed and currently seeking community feedback.

3.1.1.3 Continue to work with Regional Development Victoria and other government agencies to identify and attract new businesses.
 Ongoing Continuing to work with DEDJTR to attract new businesses to the region. In particular, working with three significant food manufacturing businesses. Hydroponic tomato operations in progress adding 60 new jobs per year over three years for 10 months of the year. A number of other businesses are soon to commence operations.

3.1.2 Ensure sufficient industrial land which offers a range of options for new industry establishment is available throughout Greater Shepparton.

3.1.2.1 Implement the Industrial Land Strategy into the Planning Scheme.
 Completed

3.1.3 Undertake research of industry to understand and highlight their needs and opportunities to ensure that Council has considered all options for industry attraction and retention.

3.1.3.1 Undertake an industry opportunity
 Completed This analysis has been included in the development of the Economic Development, Tourism analysis and Events Strategy.

3.1.3.2 Work with "Foodbowl Unlimited" to promote further agricultural development, growth and investment.
 Ongoing Council Officers have obtained membership to AusVeg to assist with the attraction of growers from Werribee South and Bacchus Marsh to the Greater Shepparton area and have developed and disseminated a financial comparison analysis to compare investment in Shepparton vs Werribee South for the interested growers. Council and C4GS will be represented at the AusVeg Convention to be held in the Gold Coast 23-25 June 2016. The prospectus will be launched at this convention.

3.1.4 Develop and implement a strategy for attracting renewable energy based industries to Greater Shepparton.

3.1.4.1 Work with relevant stakeholders to develop a strategy for attracting renewable energy based industry.
 Ongoing As per action 3.3.1 of the Environmental Sustainability Strategy council continues to work with relevant stakeholders in relation to renewable energy based industries. See 2.1.7.3 above. The S&E team has been involved in discussions with proponents of solar facilities.

3.1.5 Develop and implement a marketing strategy for Industry attraction including the council owned GVLink.

3.1.5.1 Develop and market the Goulburn Valley Freight Logistics Centre.
 Completed Council resolved to postpone development of the Goulburn Valley Freight Logistics Centre at the April Council meeting (15 April 2014). Signage has been placed at the location and Development will not occur until an investor is secured. Active marketing will commence once funds are committed to the Goulburn Valley Bypass.

3.1.6 Continue to seek out business to establish at GVLink.

3.1.6.1 Continue to lobby for funding for further stages of the Goulburn Valley Freight Logistics Centre.

Completed Council resolved to postpone development of the Goulburn Valley Freight Logistics Centre at the April Council meeting (15 April 2014). Signage has been placed at the location and Development will not occur until an investor is secured. Active marketing will commence once funds are committed to the Goulburn Valley Bypass.

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

3.1.7.1 Continue to promote Destination Shepparton

Completed

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

Completed

Objective	3.2	Ensure that retail strategies deliver appropriate outcomes for the community.
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3.2.1 Revise, adopt and commence implementation of the CBD strategy.

3.2.1.1 CBD Issues and Options Paper report to Council

Completed

3.2.1.4 Report to Council to adopt a Shepparton Retail Strategy

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

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

In Progress Specification for an Active Transport Strategy is being developed and will incorporate CBD parking requirements. Strategy expected by June 2016.

3.2.2 Develop, adopt and commence implementation of a Retail Strategy.**3.2.2.1 (KSA) Retail Strategy adopted by Council.**

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

3.2.2.2 Encourage greater retail diversity.

Ongoing Investment Attraction is proactively seeking businesses to fill identified gaps in the retail market. The Economic Development, Tourism and Events Strategy will further inform of the current situation in relation to retail gaps. Zambrero's Mexican restaurant will commence in the former Blood Bank building on Fryers Street and a new health food business will commence in the old cupcakes shop in Fryers Street. Currently working with another food business regarding the Seven Creeks Bakery site. Place Manager has been appointed and an action plan for activation developed.

3.2.4 Continue to support and revitalise Shepparton Show Me.**3.2.4.1 Develop and commence implementation of the Shepparton Show Me marketing strategy.**

Completed

3.2.5 Implement installation of new parking and wayfinding signage in the Shepparton CBD and progressively across the Greater Shepparton towns.**3.2.5.1 Installation of new parking and wayfinding signage in the CBD.**

Completed The Wayfinding signage has been completed with signs installed at the Railway Station, Mall and Victoria Park precinct. Parking signage will be determined as a part of the Parking Strategy currently being developed.

Objective 3.3 Make Greater Shepparton the regional sporting capital of Victoria and a leading sporting destination.**3.3.1 Pursue opportunities for Greater Shepparton to be the location for major sporting events.****3.3.1.1 Pursue opportunities to have a State/National sporting group using Shepparton as a base for training.**

Completed

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

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

3.3.1.4 Continue to progress the sports decentralisation project.
Completed

3.3.2 Build partnerships with state bodies to enable Greater Shepparton to be Victoria's leading location for major events.

3.3.2.1 Create or maintain relationships with at least two state level or equivalent organisations that supports enabling opportunities for hosting major events
Completed Relationships exist with BMX Australia, Cycling Victoria and Tennis Australia. These events have had significant economic impact on our area, increasing visitation significantly.

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

Ongoing Two events were held during the Shepparton Festival - Murchison Tomato Fiesta and Converge on the Goulburn. Both of these events were successful in meeting their objectives. The Tomato Fiesta was down on attendance due to the extreme heat experienced that day. Council has submitted an EOI for a Regional White Night event in 2017 and came second.

3.3.3 Continue the development of the Shepparton North sporting precinct.

3.3.3.4 Expand our sports fields to the north of the current hockey and soccer fields to accommodate expected future growth in junior sports participation and increasing demand for sports field areas.

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

3.3.4 Continue to implement masterplans that have been prepared for recreation reserves and sports facilities.

3.3.4.1 Continue the development of Deakin Reserve.

Ongoing Minor works for developing the site are continuing. Master plan for this site to be developed in 2016/17, this will guide the future development. Project plan has been developed and initial discussion taken place with user groups and stakeholders.

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

Ongoing Currently working on completion of McLennan street and Tat park and whole of sport plans. McLennan street plan out for public consultation. Tatura park waiting direction from Executive team. Cricket whole of sport plan commenced – currently engaging with stakeholders.

3.3.5 Review, adopt and implement the tourism and major events strategy to enable the breadth and quality of major events and tourism experiences to grow.

3.3.5.1 (KSA) Develop a Destination Brand and have adopted by Council.

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

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

Completed

3.3.5.3 Review the tourism and major events strategy.

In Progress

This action will be completed as a part of the Economic Development, Tourism and Events Strategy. Draft strategy has been received and currently providing feedback to consultants.

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

Completed

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

3.3.6 Complete the Shepparton Showgrounds redevelopment.

3.3.6.1 Continue the redevelopment of the Shepparton Showgrounds site, with an emphasis on the relocation of Shepparton Search and rescue and development of the Archer Street frontage.

Completed

The grassed arena is now complete along with the temporary toilet facilities which were completed last financial year. Council is now well placed to attract more diverse events to the facility.

3.3.7 Develop plans and prepare a feasibility study for the redevelopment of the Shepparton Sports stadium.

3.3.7.1 Develop plans and feasibility studies for the redevelopment of the Shepparton Sports Stadium

Completed

3.3.8 Continue to develop Aquamoves and environs (including the carpark) as a regional aquatic and water park facility.

3.3.8.8 Seek additional funding from other levels of government to progress the Aquamoves Masterplan, with a priority on car parking

In Progress

With the exception of the car park, Stage 1 Aquamoves Master Plan developments are all complete. This includes the development of new group fitness program rooms, expansion of the existing gymnasium and the re-development of the outdoor area including the construction of the new leisure pool, splash park and associated support infrastructure. \$1.5m was secured in additional funding from the state government to support these developments. A number of unsuccessful submissions have been made via Federal government grants programs to provide funding assistance for the car park over the previous three year. Council has now funded the project itself and the upgrade of the carpark is currently underway.

Pillar	4	Quality Infrastructure (Built)
Objective	4.1	Ensure that the community has access to high quality facilities.

4.1.1 Complete the Victoria Park Lake redevelopment project.

4.1.1.1 Continue to implement projects under the Victoria Park Lake Master Plan within budget provision.

Ongoing Review of masterplan currently underway. This will guide all future works at the VPL precinct. Master plan to be endorsed at an upcoming Council meeting for public consultation.

4.1.2 Work with the community to continue the development of the Australian Botanic Gardens Shepparton.

4.1.2.1 Integrate the development of the Kialla Landfill site into RiverConnect activities.

Completed Action from RiverConnect Strategic Plan - Development of the site continues as the Shepparton Botanic Gardens with plantings undertaken and implementation plans on track for site to be incorporated into RiverConnect Shepparton -Mooroopna walking cycling paths with ABGS being the destination point. RiverConnect are driving the project along with Parks Victoria, DELWP and internal Council Departments

4.1.2.3 Continue to support the Friends of the Australian Botanic Gardens Shepparton committee.

Ongoing Continuing to work with ABGS committee to support the development

4.1.3 Review and adopt the Tatura Park Master Plan and develop an integrated sporting facilities master plan with the Howley Complex.

4.1.3.2 Develop a sporting master plan for Tatura which integrates with the current Tatura Park and Howley Complex Master Plans.

In Progress Currently finalising draft masterplans for Tat park, Exec report to be presented outlining options for this site, including a whole of sport plan for equestrian and a business plan.

Objective	4.2	Ensure that the community has access to appropriate transportation infrastructure.
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4.2.1 Develop a long term plan for the Shepparton aerodrome which includes provision for its possible relocation.

4.2.1.1 Complete application for Aerodrome Relocation Feasibility Study.

Completed Feasibility Study is complete.

4.2.2 Advocate for the delivery of improved passenger rail services to the Greater Shepparton including "Fast rail" services.

4.2.2.1 Advocate to the state government for improved passenger rail services to Greater Shepparton leading up to the state election 2014.

Completed

4.2.3 Advocate for the return of rail freight as an option for regional freight businesses.

4.2.3.1 Actively participate in the Foodbowl Inland Rail Alliance.

Ongoing

Council has been actively lobbying the Federal and State Governments on the advantages of the foodbowl route. The Route presents numerous advantages including shorter distance, double stacking capability, shorter transit times and much greater anticipated volumes as identified in the Deloitte report commissioned by the Department of Infrastructure. A delegation from Council went to Canberra in June 2015 to continue lobbying. Presently, intelligence suggests the Albury/Wagga Wagga route will most likely be the preferred route. Council is currently considering other infrastructure upgrade requests such as the Tocumwal line and held an inland rail forum in June.

4.2.3.2 Continue to lobby for the Melbourne to Brisbane inland rail route to be constructed along the "Foodbowl Rail Alignment".

Ongoing

Council continues to advocate for the inland rail project, including providing input into the MBIRA submission to the Federal Government.

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

4.2.4.2 Commence implementation of the outcomes of the Greater Shepparton Cycling Strategy 2013-2017.

Completed

4.2.5 Advocate the Federal and State Governments for a commitment for funding to enable the commencement Shepparton Bypass for the Goulburn Valley Highway.

4.2.5.1 Continue to lobby for the construction of the Shepparton Bypass and second river crossing.

Ongoing

Council formally resolved to adopt a staged approach at the Council Meeting of 17/5/16.

4.2.5.2 Pursue the completion of environmental works in readiness for construction of the Shepparton Bypass and second river crossing on the Goulburn Valley Highway.

Deferred

VicRoads is the agency taking responsibility for this outcome.

4.2.6 Lobby and advocate to other levels of government for funding for major infrastructure projects.

4.2.6.1 Expend Ninety per cent of the adopted Capital Works Budget, excluding works undertaken by developers.

Completed 92% expended at 29 June 2016.

4.2.6.2 Work with VicRoads to establish a business case for the duplication of McLennan Street in Mooroopna from Echuca Road to Excelsior Avenue.

Deferred VicRoads is the primary agency responsible for this outcome.

4.2.7 Continue to develop plans for and commence implementation of streetscapes and town entrances.

4.2.7.1 Continue the program of small town entry landscaping and signage works.

Ongoing Currently finalising program for implementation of small town entry signage. Signage installed at agreed locations.

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

Completed

4.2.8 Advocate and lobby for funding to enable commencement of the Maude Street bus interchange project.

4.2.8.1 Complete the Concept Plans for the Maude Street Bus Interchange and Maude Street.

Completed

4.2.9 In collaboration with the community lobby and advocate for the continued development of the Railway station precinct with priority linkage to the CBD.

4.2.9.1 Lobby the Victorian Department of Transport to redevelop the Shepparton Railway Station precinct, to improve access to and from the CBD.

Ongoing There have been numerous visits to Greater Shepparton since July 2015 from State Government Ministers and Shadow Ministers where key infrastructure projects have been presented and promoted. A presentation was made to the State Treasurer, Minister Pallas in March 2016.

Objective 4.3 Encourage sustainable municipal growth and development.**4.3.1 Review councils Municipal Strategic Statement.**

4.3.1.1 Review Municipal Strategic Statement

Completed

4.3.2 Ensure Developer Control Plan's minimise council's requirement for expenditure within developments.

4.3.2.1 Continue to implement the Developer Contribution Plans in accordance with the State Government Guidelines and the Municipal Strategic Statement.
Completed

4.3.3 Continue to develop structure plans for our growth corridors.**4.3.3.1 Commence Shepparton East Interface investigation**

Deferred Flood study in the area still being undertaken by the Catchment Management Authority. No date of completion known.

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

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

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

Completed

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

Completed

4.3.3.5 To accommodate future population growth, infrastructure within the Mooroopna West Growth Corridor construct flood mitigation, drainage and infrastructure within the corridor funded by the Building Better Regional Cities Program.

Completed Construction work completed and acquitted.

Pillar	5	High Performing Organisation (Leadership and Governance)
Objective	5.1	Develop and implement best practice communication strategies.

5.1.1 Develop, adopt and implement Councils marketing and communication strategies.**5.1.1.1 Implement evaluation of the Marketing Strategy.**

Completed

5.1.1.2 Adequately support and resource community engagement activities.

Ongoing Continuing to support Council Departments to delivery community engagement strategies. Recently the Youth Recreation Strategy & 3 new community plans have been completed following extensive community engagement.

5.1.2 Review, adopt and implement council's community engagement strategy.

5.1.2.1 Develop and implement systems and procedures to ensure that Council decision making remains transparent and accountable to the community.

Ongoing All contracts are now debated in an open meeting to ensure transparency. There are continual discussions with the Executive team and Councillors where required on ensuring transparency and accountability of Councillors and the decisions they make. This matter will also be ongoing.

5.1.2.2 Adopt and implement the Community Engagement Strategy.

Ongoing Continuing to support Council Departments to deliver community engagement strategies.

5.1.3 Implement a "Citizen first" commitment to the delivery of our services.

5.1.3.1 Review and update Council's "Customer First" commitment.

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

5.1.4 Increase the use of social media to enhance community engagement and discussion.

5.1.4.1 Maintain social media networks across key program areas - 2013/14 - KidsTown, Aquamoves and Get Mooving Greater Shepparton

Completed

Objective	5.2	Develop stronger relationships between council and State and Federal Governments, local government sector and non-government partnerships to enhance the position of Greater Shepparton City Council.
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5.2.1 Work with Strathbogie and Moira Shires to improve service delivery to our respective communities via the Goulburn Valley Regional Collaborative Alliance.

5.2.1.1 Identify at least one Key Project opportunity to work as lead with the Goulburn Valley Regional Collaborative Alliance on

Ongoing Greater Shepparton City Council and Strathbogie Shire Council launched the Goulburn Valley Regional Collaborative Alliance on 3 September 2014. The Collaborative Alliance aims to achieve real savings across both Councils by sharing services and resources wherever possible. The first collaborative project was the 'Graders without borders'. Since then there have been numerous other projects including legal services, service planning, grading and bridges with a number of other projects currently being developed. The Alliance now includes the Moira Shire. CT Management no longer administer the group and analysis of appropriate service sharing is continuing.

5.2.1.2 Complete the Hume Regional Growth Plan

Completed

5.2.2 Proactively lobby politicians and the Local Government Sector for support in the delivery of services to our community.

5.2.2.1 Engage Victorian and Australian politicians in the pursuit of community priorities.

Ongoing

There have been numerous visits to Greater Shepparton since July 2015 from State Government Ministers and Shadow Ministers where key infrastructure projects have been presented and promoted. Other visits throughout the year are also being scheduled. Regular meetings are held with Suzanne Sheed, Wendy Lovell and Sharman Stone. The Mayor and CEO visited Canberra and have also had discussions with key Victorian Bureaucrats and Politicians.

5.2.3 Seek opportunities for partnerships with the non-government sector to support Greater Shepparton in the delivery of services to our community.

5.2.3.2 Continue to demonstrate our capacity to effectively deliver programs and activities in partnership with other levels of government.

Ongoing

There have been numerous visits to Greater Shepparton since July 2015 from State Government Ministers and Shadow Ministers where key infrastructure projects have been presented and promoted. Other visits throughout the year are also being scheduled. There are also regular meetings with grant bodies at both state and federal level along with a close working relationship with Regional Development Victoria.

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

Ongoing

There have been numerous visits to Greater Shepparton since July 2015 from State Government Ministers and Shadow Ministers where key infrastructure projects have been presented and promoted. Other visits throughout the year are also being scheduled. There are also regular meetings with grant bodies at both state and federal level along with a close working relationship with Regional Development Victoria. Council also has the "Great Things Happen Here" campaign underway promoting the Greater Shepparton area. A video has been produced internally to easily promote our major infrastructure projects.

5.2.5 Continue to advocate for improved levels of support from Federal and State Government.

5.2.5.1 Seek out opportunities for improved levels of support from governments.

Ongoing

There have been numerous visits to Greater Shepparton since July 2015 from State Government Ministers and Shadow Ministers where key infrastructure projects have been presented and promoted. Other visits throughout the year are also being scheduled. There are also regular meetings with grant bodies at both state and federal level along with a close working relationship with Regional Development Victoria. Council works with the respective bodies to ensure that grants and subsidies are applied for on a case-by-case basis. It also works closely with industry lobby groups to ensure a united approach is achieved.

Objective	5.3	Ensure strong internal systems and processes to ensure best practice delivery of service to the community.
<i>5.3.2 Develop and review annually Councils long term financial plan (10 year).</i>		
5.3.2.1	(KSA)	Maintain sufficient working capital to sustain operations by achieving and actual working capital ratio for 2013/14 greater than the adopted 2013/14 budget. Completed
5.3.2.2	(KSA)	Through responsible management of resources in the delivery of Council services achieve an Actual Operating surplus for 2013/14 greater than the 2013/14 budget. Completed
5.3.2.3		Undertake an annual review of Council's long term financial plan Completed The Strategic Resource Plan 2016/2017 to 2019/2020 including an updated Long Term Financial Plan (LTFP) was adopted by Council at the 21 June Ordinary Council Meeting.
5.3.2.4		Develop Council's 10 year capital works program In Progress Capital Works for 2015/16 year are now underway. Capital bids for 2016/17, 2017/18 and 2018/19 are currently being prepared and reviewed. The Service Planning project has also provided data for the long term vision of capital projects.
<i>5.3.3 Develop and adopt a comprehensive Strategic Resource Plan which contains strategic direction for the management of the resources for council.</i>		
5.3.3.2		Undertake an annual review of the Strategic Resource Plan 2013-2023 Completed The Strategic Resource Plan 2016/2017 to 2019/2020 was adopted by Council at the 21 June Ordinary Council Meeting.
5.3.3.3		Review the Greater Shepparton2030 Strategy. In Progress Review has commenced - report to June Ordinary Council Meeting. Data collection from other Council departments has commenced.
<i>5.3.4 Complete a Workforce Development Plan which will enable GSCC to become an employer of choice.</i>		
5.3.4.1		Continue to implement our strategic human resources plan and recognise the value of our staff. Ongoing We have developed a People Performance Strategy, which was adopted by Council in 2014. This strategy addressed numerous areas including workforce planning, culture, learning and development, succession planning, talent management, performance management, employee recognition, whole brain thinking and early intervention and proactive occupational health and safety. Work continues in all of the areas.

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

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

In relation to Councillors, we continue inform and encourage Councillors' to engage and take up training opportunities which are available to them. Two Councillors have recently commenced the Australian Company of Directors Course and other training has included media training, meeting procedures, conflict of interest, local government training and other opportunities which are offered by the MAV and other industry providers.

5.3.5 Develop and adopt best practice project management principles including asset investment guidelines which will guide Council investment in existing and new assets.

5.3.5.1 Implement the Project Assessment model.

Completed Approved by Council in late 2014/15.

5.3.6 Commence implementation of the 2013 Information, Communications and Technology (ICT) Management Strategy.

5.3.6.4 Implement 2013/14 ICT Strategy initiatives

Completed Initiatives implemented. Reviewed annually

5.3.6.5 Undertake an annual review of Council's ICT Strategy

Ongoing Reviews are undertaken annually in order to prepare for the capital bid process of the coming financial year.

5.3.8 Implement the approved recommendations from the Greater Shepparton 2013 Rating Review.

5.3.8.1 Commence implementation of the Rating Strategy 2013-2017

Completed All finite recommendations of the Rating Strategy 2013-2017 have been completed. A review and update of the Rating Strategy for the next 4 years is due for commencement.

5.3.8.2 Implement the State Government Fire Services Property Levy

Completed