

GREATER SHEPPARTON CITY COUNCIL

# Council Plan

## 2025-2029



GREATER  
SHEPPARTON

### **Traditional Owners**

We, Greater Shepparton City Council, acknowledge the Yorta Yorta Peoples of the land which now comprises Greater Shepparton, we pay our respect to their tribal Elders, we celebrate their continuing culture and we acknowledge the memory of their ancestors





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## A message from the Mayor, Cr Shane Sali

Greater Shepparton City Council is committed to delivering a strong, sustainable, and financially viable future for our community. Over the next four years, this Council Plan will drive these outcomes by focusing on the strategic priorities of economy, infrastructure, liveability, environment, and the broader council.

Our region's **growth** is at the forefront of this Council Plan. As an agricultural powerhouse with strong agricultural and manufacturing sectors, Greater Shepparton plays a vital role in Victoria's economic success. We will be prioritising these sectors by supporting initiatives that grow our local Gross Regional Product, unlock land for residential, industrial and commercial development, and deliver the next stages of the GV Link Enterprise Park. We will also work to expand industry-specific training opportunities to meet workforce needs and attract new businesses to the region.

Support for our **business** sector will continue with a focus on attracting new industries and enterprises. Strengthening the economies of our small towns is key to increasing visitation and enriching local offerings and experiences. Responsible management of our **infrastructure** and assets to meet the current and future needs of the community will drive investment over the next four years. We will prioritise improving local road connections and reducing congestion, along with prioritising the renewal and upgrade of existing assets so that our infrastructure keeps pace with growth and enhances liveability.



**Sport** and **recreation** are key to our identity, and we understand the many social, health and community benefits which local sport and activity can bring for people of all ages. Providing fit for purpose, quality sport and recreation infrastructure – including realising the game changing Shepparton Sports and Events Centre – is a key strategic priority. Investing in our sporting infrastructure is an investment in future generations, and Council places a high value on this commitment.

Improving and protecting the many **rivers** and **waterways** within Greater Shepparton – including the Goulburn River, Broken River, local creeks, wetlands and irrigation channels - will ensure our community has great access to our natural river environment.

**Liveability** is more than just infrastructure – it's about creating a connected, inclusive, and safe community. Underpinning this work is the need to ensure access to quality housing, healthcare and education to create a connected, safe, and inclusive community. This improved liveability should be supported by thriving, connected neighbourhoods and a thoughtfully designed built environment – ensuring residents love where they live and encouraging others to move here to enjoy our unique way of life.

Thank you to the community members who provided their input, ideas and thoughts on the future of Greater Shepparton, which helped bring this new Council Plan to life. Your feedback has ensured this document reflects the wants and aspirations of our community, while balancing Council's commitment to maintaining a thriving region for today, tomorrow and the future.

## A message from the CEO, Fiona Le Gassick

It is with great pride that I present the Greater Shepparton City Council Plan 2025–2029, a blueprint shaped by the voices, values, and vision of our vibrant and diverse community.

This Plan is more than a document; it is a shared commitment to building a resilient, inclusive, prosperous and forward-thinking Greater Shepparton. It reflects the aspirations of our residents, the dedication of our Councillors, the commitment of our staff and the collaborative spirit that defines our region. Through extensive deliberative engagement, including a community panel, surveys, and workshops, we have listened deeply and responded thoughtfully.



The priorities outlined, spanning a strong emphasis on agriculture and food security, the protection of our natural environment, and the promotion of community safety, are ambitious and essential to shaping a resilient and thriving Greater Shepparton. They speak to our collective desire for a region that is safe, sustainable, and full of opportunity.

We are especially proud to integrate our Municipal Public Health and Wellbeing Plan within this Council Plan, ensuring that health equity and wellbeing are central to every decision we make.

As CEO, I am committed to leading an organisation that is transparent, accountable, and responsive. Our focus on financial sustainability, digital transformation, and service excellence will ensure that we deliver on the promises of this Plan with integrity and impact.

I extend my sincere thanks to every community member who contributed to this Plan. Your insights, experiences, and hopes have shaped a strategic direction that truly belongs to all of us. Together, we will continue to grow Greater Shepparton into a place where everyone can thrive and be proud to call home.

Together, we are Greater.



# Community Vision

A diverse, vibrant and connected community valuing accessible opportunities for everyone.

We adapt and respond in a way that is innovative, sustainable and accountable.

We acknowledge where we have been and look forward to where we are going.

Together we are Greater!





# How the Council Plan works

## Integrated Strategic Planning Framework

Council's Integrated Planning and Reporting Framework begins with the community's aspirations for a period of at least 10 years. It includes a suite of integrated plans that set out the strategic objectives, priorities and actions required to achieve the Community Vision. It involves a reporting framework to communicate to Council and the community, on the progress and achievements.

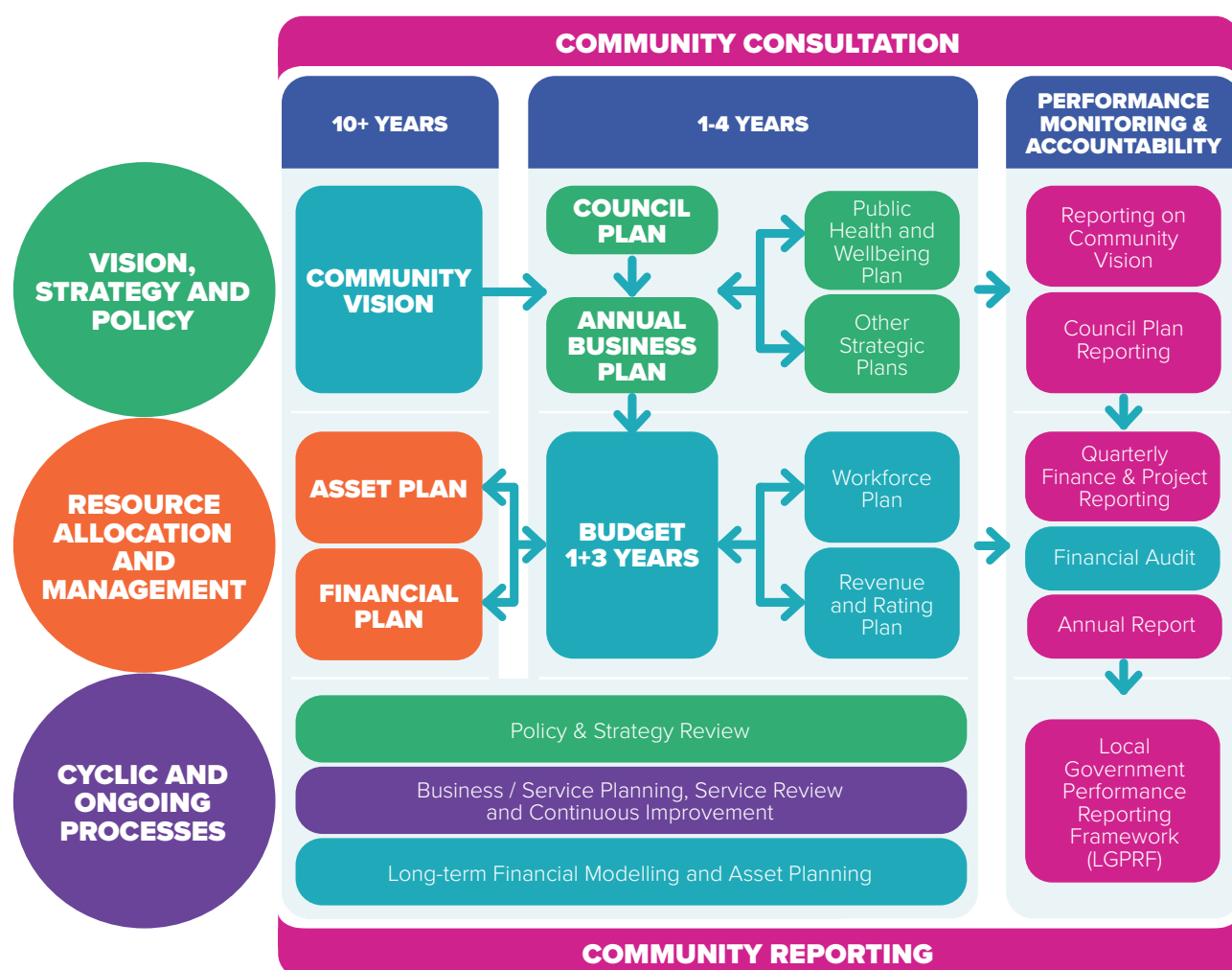
The Council's Financial Plan is a 10-year forecast of Council's finances that guides how the community's needs and aspirations in the Council Plan and Community Vision will be resourced.

The Financial Budget also follows the key financial principals adopted as part of the Council Plan, in particular developing a financially sustainable budget.

The Council Plan is a legislated document that states the strategic direction of Council over the next four years. The Council Plan details the strategic objectives that influence the priorities of the Councillors during their term in office. The Council Plan guides decision making, and the allocation of resources to deliver outcomes and services to the community.

Annual Business Plans provide the road map as to how services and projects will be delivered and set out key performance indicators to be achieved.

The Annual Report describes progress in achieving the overall goals of the Council Plan and reports the results at the end of each financial year.



## STRATEGIC PRIORITIES, INDICATORS, ACTIONS AND OUTCOMES



# Council Plan Strategic Outcome: Economy

A strong, adaptive, sustainable, and thriving region by supporting agriculture and horticulture, while retaining and growing existing industries and attracting a diverse range of emerging sectors.


### Strategic indicators:

- Increase in local full-time equivalent (FTE) employment in targeted industries
- Increase in Local Industry Gross Regional Product (GRP)
- Future stages of GV Link resolved
- Number of jobs created as a result of GV Link / economic impact
- Increase in industry specific courses which meet industry needs
- Number of businesses assisted to invest or expand in Greater Shepparton
- Reduction in vacancies as measured by CBD and Small-Town vacancy audits
- Increased annual number of visitors to the region
- Increased return visits and length of stay
- Increased number of experiences available at the Goulburn River and Victoria Park Lake precinct
- Short and long-term future of CBD determined via adoption of a revised CBD Strategy
- Increased shared path network connectivity
- Increase in the number of high-quality medium-high-density, mixed-use developments
- Years 1 – 4 of the Economic Development Strategy 2025 – 2030 implemented







### Strategic Priorities

- Support business and industries to adapt and diversify to reach new markets
- Attract new industries and businesses to the region
- Strengthen the economy of small townships
- Increase visitation (including return visitation) and enjoyment of the region
- Strengthen the Shepparton CBD Precinct as a hub for economic activity, liveability and visitor enjoyment

## Health and Wellbeing Priorities in this Plan

Our actions in the Plan that deliver on Health and Wellbeing priorities are marked with this icon.  Further details on these priorities and alignment to the Victorian Public Health and Wellbeing Plan can be located in appendix 1.



Focus Areas	Actions	
<b>1. Infrastructure &amp; Land Development</b>	• Facilitation and expansion of industrial land availability including resolving GV Link Enterprise Park stage 2 and beyond	
	• Develop a prospectus detailing strategic redevelopment sites suitable for large mixed use developments across Greater Shepparton	
	• Identify opportunities to increase land supply for infill projects within the CBD	
	• Further explore facilities for caravan, camping and recreational vehicle travellers including consultation to develop an action plan to increase accessibility and usability.	
	• Taking into consideration Plan for Victoria's statewide housing targets, review Shepparton and Mooroopna 2050: Regional City Growth Plan including current and future residential and industrial growth areas.	
<b>2. Business Attraction &amp; Investment</b>	• Actively position Greater Shepparton as Australia's Agricultural Foodbowl	
	• Target businesses to relocate or operate within Greater Shepparton	
	• Promote CBD living through new or renovated residential developments	
<b>3. Tourism &amp; Events Activation</b>	• Create, support, attract and promote annual anchor events	
	• Explore experiences that activate the Goulburn River and Victoria Park Lake	
	• Continue to actively participate in Regional Tourism programs	
<b>4. Workforce &amp; Skills Development</b>	• Collaborate with universities and vocational education and training providers (VET) to develop education and training programs that are aligned with the current and future workforce and skill needs to attract and retain students and ensure workforce readiness	
<b>5. Entrepreneurship &amp; Business &amp; Industry Support</b>	• Continue to work with the agricultural, horticultural and other sectors to address workforce and skill shortages, and manage and adapt to low water future	
	• Foster entrepreneurship by supporting small businesses and start-ups	
<b>6. Place-Based Economic Identity</b>	• Map out each small town's economic advantages, strengths and points of difference	
	• Build unique value/identity for each small town e.g., tourism, agriculture, artisan products, clean energy, heritage etc	
<b>7. Cultural &amp; Community Identity</b>	• Work with stakeholders to celebrate our cultural heritage, our diverse cultures and shared histories	
<b>8. CBD Revitalisation &amp; Activation</b>	• Review and update the Shepparton CBD strategy	
	• Develop an annual Shepparton CBD Action Plan	
	• Anchor the CBD around retail, food, and events	
	• Identify dining zones, laneway activations, and public art	
	• Encourage evening and weekend activity with lighting and music	
	• Connect the CBD with key attractions through signage and trails	
<b>9. Advocacy &amp; Strategic Partnerships</b>	• Continue to work with key stakeholders to explore water and energy securing solutions	









# Council Plan Strategic Outcome: Infrastructure

Responsible management of infrastructure and assets to meet current and future needs of the community.

## Strategic Indicators








- Reduce financial burden arising from under-utilised assets
- Prioritise the renewal and upgrade of existing assets before investing in new assets >100%
- Tracking Council Asset Management Maturity score % (NAMAF) and Asset Sustainability Ratio (ASR)
- Decrease the number of annual pedestrian safety incidents and collisions
- Decrease number and severity of pedestrian injuries and fatalities
- Number of lots created in each housing category (300 sq metre, 300-500, 500-800, > 800)
- Reduction in percentage of missing paths
- Annual completion of the actions scheduled in the:
  - o Shepparton Sports City Master Plan
  - o Tatura Park Precinct Master Plan
  - o Sport and Recreation Fair Access Policy
- Increase the number of participants in Council funded or supported activities designed to increase renewable energy and energy efficiency uptake
- Increase in uptake of domestic rooftop solar across the municipality
- Decrease the cost of utilities in Council assets
- Community assets are more cost-efficient to run
- Increase the number of annual installations of renewable energy assets on Council facilities
- Increase Resource Recovery rates of recoverable materials
- Reduction in waste to landfill
- Increase community compliance with kerbside bin use/contamination rates

- Decrease the number of service requests regarding illegal dumping of rubbish
- Reduction in the impact of localised flooding events and emergencies
- Increase in water supply and conservation

## Strategic Priorities

- Strategic and effective asset management
- Promote safe, healthy, and sustainable active transport options for the community
- Facilitate housing and commercial development
- Improve road connections and reduce congestion
- Provide fit for purpose, quality sport and recreation infrastructure
- Increase uptake and use of renewables within community
- Progress the Circular Economy in the region
- Improve and protect rivers and waterways within the Greater Shepparton region (Goulburn River, Broken River, local creeks, wetlands and irrigation channels)



Focus Areas	Actions	
<b>1. Strategic Asset Management &amp; Sustainability</b>	• Focus on managing assets responsibly to meet present needs without compromising future generations by integrating asset management with broader planning	
	• Strengthen community engagement and transparency by improving awareness of council-managed assets, financial implications, and overall efficiency in asset management through asset rationalisation	
	• Enhance asset management alignment by ensuring decisions reflect community needs, service standards, and financial sustainability	
	• Development and endorsement of Asset Plan by Council by 2025	
	• Develop and continually update Asset Management Plans to reflect accurate conditions of all assets	
	• Development of annual works program that is driven by broader corporate, financial, and business planning to ensure integration with Financial Plan.	
	• Development of an Asset Rationalisation Process and Reporting (Confirm Dashboard) by year 2025 to inform Council regarding assets with low utilisation and serviceability to consider asset disposal or decommissioning	
	• Sound and sustainable financial investment by Council is prioritised towards existing assets	
<b>2. Urban Planning &amp; Growth Management</b>	• Deliver urban planning which considers safe and accessible neighbourhoods, with access to public transport and open spaces	
	• Review the Greater Shepparton Planning Scheme	
	• Work with developers to provide a diversity of residential lots to cater for different housing needs and choice	
	• Develop a Greater Shepparton Investment Prospectus showcasing available residential land and commercial sites, enabling infrastructure, workforce advantages and key growth industries and sectors	
	• Undertake a review of the housing strategy to implement the State Government Housing Targets	
	• Formalise collaboration with developers and investors via host developer roundtables, forums or industry working groups	
<b>3. Transport &amp; Connectivity</b>	• Invest in infrastructure at the highest risk road safety sites, in line with the Safe System Approach	
	• Research and evaluate modern parking technology options for integration into existing systems	
	• Development of regulated parking optimisation plan / efficiency plan	
	• Advocate for a State Government bus network review with the review to be undertaken by State Government by 2029	
	• Advocate to the state and federal government to fund the Resilience Road Package including a new Goulburn River crossing	
	• Development of an options paper (and costings) for Council for bridge upgrades and a new crossing point	
	• Development of a report to Council, on the recommended actions for bridge upgrades	
<b>4. Sport, Recreation &amp; Open Space</b>	• Continue to implement the actions of the Shepparton Sports City Master Plan, the Tatura Park Precinct Master Plan and the Sport and Recreation Fair Access Policy	
	• Undertake audit, review and feasibility of sports and recreation infrastructure	
	• Promote inclusive and active lifestyles by supporting diverse sports and recreation opportunities, encouraging walking and cycling, and fostering social connection through clubs and facilities	
	• Continue to expand both built and natural UV protective shade in Sport, Recreation, and Public Open Spaces including high use playgrounds.	

<b>5. Energy Efficiency &amp; Climate Resilience</b>	• Continue to encourage community uptake of energy efficiency and resilience programs via provision of advice and education information	
	• Continue to install renewable energy assets across Council-owned assets and facilities where cost effective	
	• Assist our business community through the timely provision of information and advice about grants programs and initiatives that aim to reduce energy costs through the uptake of renewables	
<b>6. Circular Economy &amp; Waste Management</b>	• Finalise and implement a Circular Economy Strategy and supporting road map	
	• Embed circular economy principles into procurement (e.g. buying recycled content, reusable materials, local suppliers)	
	• Reduce Council's own waste and increase material reuse across events, facilities, and infrastructure	
	• Work with developers to integrate circular thinking into new precincts	
	• Provide targeted waste education where there are higher rates of non-compliance	
	• Development of initiatives to discourage illegal dumping of rubbish	
	• Improve the operational efficiencies of the resource recovery infrastructure to ensure contemporary service delivery	
<b>7. Stormwater &amp; Drainage Infrastructure</b>	• Develop and implement Council's Stormwater Drainage Investigation Program of the high-risk drainage areas and deliver drainage improvement projects for the community	
	• Annual implementation of Shepparton Irrigation Region Land and Management Plan actions relevant to Council	









# Council Plan Strategic Outcome:

## Liveability

Ensuring access to quality housing, healthcare, education, and cultural opportunities creates a connected, safe, and inclusive community, supported by thriving neighbourhoods and a thoughtfully designed built environment.

### Strategic Indicators

- Increased equitable access to availability and consumption of healthy food and drinks across Greater Shepparton
- Increased visitation and participation in multicultural events
- Community engagement, service delivery, and decision making is inclusive and has regard to intersectionality
- Increased participation by diverse community in use of Council facilities, services and programs
- Increase in Early Years workforce attraction and retention rates
- Eligible children can access up to 25hrs of kindergarten per week in 2026, increasing to 30hrs per week by 2028
- 3-year-old children have access to 15 hours of kindergarten per week by 2029
- Improved outcomes observed across Australian Early Development Census domains – 2027 and 2030
- Increased attendance with maternal and child health, supported playgroups, and kindergarten in priority areas
- Increase patronage of facilities and festivals by visitors, and residents of Greater Shepparton
- Increase social and economic impact of arts and culture across community, commercial, and cultural programming
- Increased engagement and connection among artists
- Increase diversity and availability of creative spaces
- Increase in domestic animals registered

### Strategic Priorities

- Community safety is prioritised through partnerships, and targeted interventions
- Ensure fair and equitable access to services and opportunities
- Community participation and leadership is fostered, encouraged, and embraced
- Healthier, more connected communities
- Ensure First Nations People and cultures are respected, acknowledged, and celebrated
- Celebrate our diverse community
- Children and families are supported by high quality accessible early years' services
- Our community and environments are inclusive and age-friendly, fostering active participation, engagement and contribution among seniors
- Residents and visitors enjoy and can participate in the arts and culture in all forms
- Emergencies are planned for, and emergency risks are mitigated
- Restore, protect and enhance the region's biodiversity

Focus Areas	Actions	
<b>1. Community Safety &amp; Social Justice</b>	• Partner with community agencies in delivering campaigns and activities to reduce the incidence of gender-based and family violence	
	• Develop a protocol to guide Council's interactions and advocacy for people experiencing homelessness	
	• Improve safety in public spaces including the CBD, retail precincts, parks and neighbourhoods	
	• Develop a social justice framework to guide Council's planning, decisions and services	
<b>2. Access, Inclusion &amp; Universal Design</b>	• Implement the Universal Design Principles to create fair and reasonable access for all	
	• Partner with diverse community cohorts through targeted engagement and access and inclusion strategies	
	• Deliver programs targeted at seniors and people with disabilities	
	• Remain a signatory to the Victorian Local Government Women's Charter	
	• Deliver the Amplify grant program by upskilling young people to deliver inclusive social connection opportunities	
<b>3. Community Leadership &amp; Volunteering</b>	• Enable and nurture community leadership through engagement opportunities and leadership programs	
	• Work with volunteer-involving organisations to support a culture of volunteering	
<b>4. Health, Wellbeing &amp; Social Connection</b>	• Partner on the delivery of the GV Food Systems Framework to increase healthy eating and strengthen sustainable food systems, with consideration for community food gardens	
	• Facilitate and deliver accessible recreational activities that support healthy lifestyles	
	• Partner with stakeholders on initiatives that improve mental wellbeing and social connection	
	• Support community centres, services and spaces that provide inclusive opportunities for connection and wellbeing	
	• Support equitable access to safe, healthy, and culturally appropriate foods	
	• Provide opportunities for the community to celebrate Greater Shepparton's diversity	
	• Support the delivery of initiatives that celebrate cultural diversity, respect and inclusion	
	• Partner with health agencies and organisations to support improved sexual and reproductive health outcomes	
<b>5. Reconciliation</b>	• Partner with First Nations community members, agencies, and groups to strengthen community outcomes	
	• Collaborate with Traditional Owners and First Nations community members on shared opportunities	
	• Explore a second memorandum of understanding with Yorta Yorta Nation Aboriginal Corporation	
	• Continued partnership with Shepparton Region Reconciliation Group and other First Nations leaders and community	
	• Advance the Goulburn Murray Regional Prosperity Plan in partnership with other Plan Champions	

<b>6. Children, Youth &amp; Families</b>	• Provide services and programs that improve the health and wellbeing of young people including partnering with VicHealth	
	• Implement the Victorian Government's Best Start, Best Life reforms (2024–2036)	
	• Support participation of vulnerable children and families in early years services	
	• Development of a 10 year early years' service and infrastructure plan, by year 2026.	
	• Development and implementation of the Greater Shepparton Best Start Early Years plan 2026-2031	
<b>7. Arts, Culture &amp; Lifelong Learning</b>	• Facilitate diverse local, national, and international arts and entertainment experiences	
	• Continue to work with community to implement the Creative City Strategy 2022–2027	
	• Investigate options for a contemporary, fit-for-purpose, expanded library venue for Shepparton	
	• Continued support for the Shepparton Art Museum (SAM) as a major regional cultural experience	
	• Delivery of high-quality performing arts venues and functions	
<b>8. Emergency Management &amp; Resilience</b>	• Contribute to planning for all phases of emergencies through the municipal emergency management planning committee	
	• Support small towns and rural communities to implement and maintain Community Emergency Management Plans	
	• Develop strategies and partnerships to support community members in emergencies and natural disasters, including those who may experience increased vulnerability during emergencies.	
<b>9. Animal Management &amp; Community Amenity</b>	• Implementation of Domestic Animal Management Plan	
	• Work to ensure all cats and dogs are registered with Council to meet with statutory obligations	





# Council Plan Strategic Outcome: **Environment**
















A resilient natural environment, which we enjoy today, prosper from it, restore it and protect it for tomorrow.

## Strategic Indicators

- Reduction in the loss of native vegetation through planning permit process
- Goulburn Broken Catchment Management Authority's Annual No Net Loss reporting
- Number of planning permits where native vegetation loss is avoided or minimised
- Number of actions completed from the environment roadside management strategy
- Increased tree canopy cover, improved tree management and replacement planning to ensure ongoing and perpetual tree canopy health
- Completion of the Urban Forest Strategy 2025-2029 actions
- Meet or exceed targets in RiverConnect Strategic Plan
- Community has more access to river environment

## Strategic Priorities

- Restore, protect and enhance the region's biodiversity
- Improve and protect rivers and waterways within the Greater Shepparton region (Goulburn River, Broken River, local creeks, wetlands and irrigation channels)

Focus Areas	Actions	
<b>1. Biodiversity Protection &amp; Land Use Planning</b>	• Strengthen biodiversity protection in local planning schemes and land use policy	
	• Increase biodiversity and native vegetation across the municipality	
<b>2. Habitat Restoration &amp; Connectivity</b>	• Restore and expand wildlife corridors in strategic locations	
	• Provide incentives, guidance or support to landowners to conserve and restore native vegetation and/or share best-practice land management	
<b>3. Nature-Based Urban Design</b>	• Use nature-based solutions in parks, streetscapes and stormwater design	
	• Continue to implement the Urban Forest Strategy actions for 2025–2029	
<b>4. Water Security &amp; Land Management</b>	• Continue partnering with Goulburn Valley Water and Goulburn Murray Water to support the community in reducing potable water use and promoting sustainable water practices, including with irrigation	
	• Work with Goulburn Broken Catchment Management Authority, Traditional Owners and other stakeholders to support implementation of the Shepparton Irrigation Region Land and Management Plan	
<b>5. Pollution &amp; Litter Reduction</b>	• Work with water authorities to identify options to reduce litter at the Marungi Street river outfall	
	• Development of an options paper to reduce litter at the Marungi Street river outfall.	
<b>6. Community Education &amp; Engagement</b>	• Continue to deliver community-based education programs via RiverConnect	
	• Explore the use of interpretive signage and other appropriate programs and activities to educate about local ecology and heritage	
<b>7. River Access &amp; Recreation</b>	• Provide safe, inclusive access to rivers for walking, fishing, canoeing and picnicking	
<b>8. Advocacy &amp; Environmental Compliance</b>	• Advocate for enforcement of illegal firewood collection	
	• Advocate to the state government to strengthen the planning scheme to protect and enhance the extent of native vegetation.	
<b>9. Climate Change Adaptation</b>	• Advocate for the Infrastructure Design Manual, Urban Design Manual and Landscape guidelines to require increased climate resilient liveability outcomes - cycling paths, shared path connections, bus transport, green spaces and to reduce car usage	
	• Advocate to the State Government to continue to support vulnerable community members to make improvements to their homes to better cope with extreme weather.	
	• Increase urban tree canopy cover and enhance diversity of tree species, including with more climate resilient species	



# Council Plan Strategic Outcome: **Your Council**

A responsive Council that engages actively with the community, makes evidence-based decisions, ensures long-term financial sustainability, and collaborates to advocate for local priorities.


## Strategic Indicators:

- Achievement of Financial Performance Measures as identified in the Adopted Financial Plan
- Increase Community satisfaction rating on Financial Management
- Increase Community satisfaction rating on Value For Money
- Increase Community satisfaction rating for Customer Service
- Increase Community satisfaction rating for Community Consultation and Engagement
- Meeting or exceeding asset renewal ratios
- Implementation of audit outcomes
- Increase in number of grants received
- Increased online community engagement
- Reduced community enquiries via Councillors
- Increase level of uptake of digital self-help options
- Increased community participation in advocacy activities
- Number of ministerial representations
- Funding received as a result of advocacy efforts

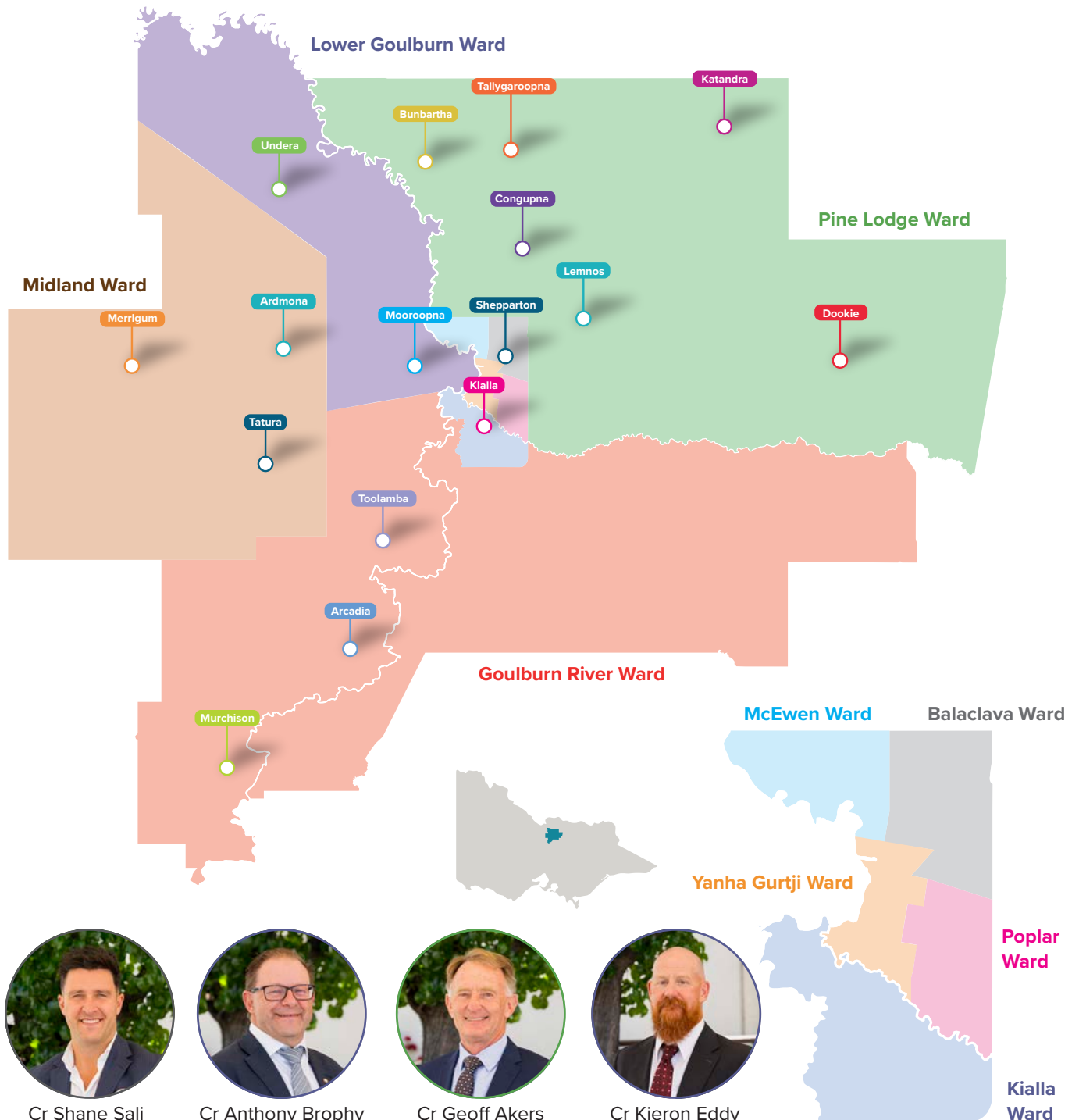
## Strategic Priorities

- Maintain financial leadership
- Provide excellence in customer experience and community engagement
- Advocate in partnership with and for the community
- Build community connection and trust through transparent communication and shared celebration of local achievements



Focus Areas	Actions	
1. Financial Sustainability & Operational Efficiencies	• Develop a service optimisation program to ensure services are cost-effective and contemporary	
	• Set and implement strategies to achieve an operational savings target for the next four years	
	• Deliver ongoing training for Councillors and staff on financial management and decision-making	
	• Establish integrated data management, evaluation and reporting systems	
	• Use data-driven asset management to prioritise investment and reduce long-term costs	
2. Customer Experience & Digital Transformation	• Actively communicate, deliver on and review performance against the Customer Commitment	
	• Use technology and innovation to drive customer choice and efficiency	
	• Develop a new website that improves the customer experience and aligns internal processes	
3. Community Engagement & Trust	• Plan and develop proactive and strategic communication activities	
	• Continue to organise community thank-you events, awards, or project launches with community partners	
4. Advocacy & Government Relations	• Develop and implement an advocacy strategy aligned with community and Council priorities	
	• Communicate advocacy wins and campaign outcomes to key stakeholders and community	
5. Transparency & Reporting	• Implementation of audit outcomes	
	• Annual Report completion and communication	
	• Implement a consistent and planned approach to celebrating Council milestones and community achievements across all major projects and programs	

# Our Wards and Councillors



Cr Shane Sali  
(Balaclava Ward)



Cr Anthony Brophy  
(Kialla Ward)



Cr Geoff Akers  
(Pine Lodge Ward)



Cr Kieron Eddy  
(Lower Goulburn Ward)



Cr Rod Schubert  
(Midland Ward)



Cr Sam Spinks  
(Poplar Ward)



Cr Fern Summer  
(Yanha Gurtji Ward)



Cr Steven Threlfall  
(McEwen Ward)



Cr Paul Wickham  
(Goulburn River Ward)

# Organisation Structure





# Our Services



## Building, Planning and Compliance

- > Building Services
- > Statutory Planning
- > Strategic Planning
- > Support and Compliance



## Environment

- > Animal Management
- > Environmental Health
- > Sustainability and Environment



## Economic Development

- > Business and Industry Development
- > Major Events
- > Visitor Economy
- > Grants Coordination



## Communications and Engagement

- > Customer Service
- > Digital Media and Design
- > Marketing
- > Strategic Communications



## Technology and Business Transformation

- > Applications and Development
- > Helpdesk
- > Infrastructure and Cyber Security
- > Telecommunications
- > Business Transformation



## Corporate Governance

- > Contracts and Procurement
- > Corporate Planning
- > Governance
- > Information Management
- > Risk and Assurance



## Finance and Rates

- > Accounting Services
- > Financial Analysis
- > Financial Reporting
- > Revenue and Rates



## People and Development

- > Administration Casual
- > HR Systems
- > Learning and Development
- > OHS
- > Payroll
- > People and Workforce



## Emergency Management



## Community Wellbeing

- > Community Development
- > Safety and Social Equity
- > Diversity and Culture
- > Health and Wellbeing
- > Activities in the Park



## Riverlinks Venues

- > Technical and Operations
- > Ticketing and Client Services



## Early Years

- > Best Start
- > Childrens Services Management
- > Maternal and Child Health
- > Long Day Care
- > Kindergarten
- > Occasional Care



## Flood Recovery (October 2022)



## Engineering and Assets

- > Engineering Services
- > Strategic Assets



## Parks, Sport and Recreation

- > Arboriculture, Parks and Sports Facilities
- > Landscaping and Native Open Spaces
- > Leisure Facilities
- > Sports Development and Strategic Planning



## Waste

- > Resource Recovery
- > Strategic Waste Management
- > Waste Community Engagement



## Projects Delivery

- > Build & Open Space Projects
- > Civil Infrastructure Projects



## Aquamoves

- > Customer Service
- > Health and Wellbeing
- > Programs and Education
- > Sales and Revenue
- > Seasonal Pools - Outdoors




## Infrastructure Maintenance

- > Building Maintenance
- > Civil Infrastructure Maintenance
- > Plant, Fleet and Stores



# Municipal Public Health and Wellbeing Planning 2025 – 2029

*NOTE: Greater Shepparton City Council has obtained an exemption from the Department of Health from producing a standalone Municipal Public Health and Wellbeing Plan and has integrated public health and wellbeing planning into the Council Plan.*



**Greater Shepparton 4  
year Municipal Public  
Health and Wellbeing  
Action Plan**

**Greater Shepparton  
10 year Public Health  
Strategic Plan**

**Victorian Public  
Health and  
Wellbeing Plan  
2023-2027**

**Local Government  
Act 2020 and  
Public Health and  
Wellbeing Act 2008**

## Public Health and Wellbeing

This Council Plan includes the Greater Shepparton Municipal Public Health and Wellbeing plan, aligned to the Victoria's public health priority areas, and the Greater Shepparton Public Health Strategic Plan 2018-2028.

In determining our community's health and wellbeing priorities, consideration was given to physical, social and mental wellbeing and the individual experiences which contribute to health inequities including gender, age, disability, ethnicity, race, sexual orientation, income, culture, and religion.

Health and wellbeing priorities are reflected across the Council Plan indicators, in recognition that health and wellbeing objectives are everybody's responsibility. Informed by the latest data and evidence, public health and wellbeing plan actions will be reviewed and updated annually.

Partnerships are central to our work. We work with state-based and local agencies to deliver public health initiatives, projects and programs to accomplish the goals and strategies identified within this plan.

Our collaborative relationships include the Department of Health, Goulburn Valley Health, Goulburn Valley Public Health Unit, VicHealth, the Centre for Excellence in Rural Sexual Health, Deakin University, Goulburn Integrated Family Violence Committee, the Child and Family Services Alliance, Primary Care Connect, Women's Health Goulburn North East, Headspace, Goulburn Broken Catchment Management Authority, Neighbourhood Houses, Shepparton Foodshare, and food relief agencies.

## Victorian Public Health and Wellbeing Plan 2023-2027

The Victorian Public Health and Wellbeing Plan (VPHWP) sets the strategic direction for the Victorian Government to protect health, prevent illness and promote wellbeing for all Victorians.

The VPHWP has identified ten priority areas designed to drive coordinated action:

- improving sexual and reproductive health
- reducing harm from tobacco and e-cigarette use
- improving wellbeing
- increasing healthy eating
- increasing active living
- reducing harm from alcohol and drug use
- tackling climate change and its impacts on health
- preventing all forms of violence
- decreasing antimicrobial resistance across human and animal health
- reducing injury.

These priorities were considered in the local context through a deliberative engagement process including a community panel, surveys, discussions and workshops.

During a community panel session, participants were presented with the latest local data and emerging trends relating to public health and were invited to explore and rank Victoria's public health priorities.

Participants identified that 'Preventing all forms of violence' was the top health and wellbeing priority for the community, followed by 'improving wellbeing'.



## Greater Shepparton Public Health Strategic Plan 2018 – 2028

The Greater Shepparton 10 Year Public Health Strategic Plan is the long-term public health strategic planning tool used to guide the direction of public health efforts across our community.

This Plan is informed by Victorian Government public health policy and takes a liveability-based approach, informed by local data.

The Plan identifies 11 liveability domains that support the goals and priorities of public health planning. These include:

- access to food
- arts and culture
- community participation
- crime and safety
- education
- employment
- health and social services
- housing
- recreation facilities and public open spaces
- sustainable practices
- transport

## Gender Equality and Family Violence

Reducing the incidence and health and wellbeing impacts of family violence in Greater Shepparton is a high priority for community members and Council's partner organisation.

Council will focus efforts on measures to prevent family violence and respond to the needs of victims of family violence in the local community. Gender inequality is a significant precursor to gender-based violence.

Measures responding to gender equality and the prevention of family violence within this plan include:

- partner on campaigns which reduce the incidents of gender-based and family violence
- improve safety in public spaces
- development of a social justice framework
- continue to implement the Fair Access Policy
- partner with diverse communities on access and inclusion strategies

Council will continue to develop and implement priorities of the Gender Equality Action Plan, conduct Gender Impact Assessments, deliver the Free from Violence Local Government Program, partner on 16 Days of Activism initiatives, and remain a signatory of the Victorian Local Government Women's Charter.

# Our community's health and wellbeing profile

## Improving wellbeing

**18.7%**

of adults sought help for a mental health problem in the last 12 months

**75.9%**

of residents report a high/very high life satisfaction



## Increasing healthy eating

**35.8%**

of females and

**30.3%**

of males (adults) met fruit consumption guidelines

**7.7%**

of people reported they ran out of food and could not afford to buy more



## Improving sexual and reproductive health

In 2021, the rate per 10,000 of female chlamydia notifications in Greater Shepparton was

**15.07 ↑**

compared to the Victoria average of 11.7

Birth rate in Greater Shepparton for young women 15-19 years, from 2011 to 2020 has shown a decline from 5.9% to

**2.8% ↓**

compared to Victoria from 2.4% to 1%



## Reducing harm from tobacco and e-cigarette use

In 2022,

**14.5%**

of mothers in Greater Shepparton smoked tobacco in the first 20 weeks of pregnancy

### Increasing active living

**29.7%**

of adults performed at least 150 minutes of moderate to vigorous physical activity per week and of these,

**47.1%**

were female and

**49.9%**

were male



### Preventing all forms of violence

Family violence increased from 1290 in 2021 to

**1567** ↑

in 2024 for females

### Reducing harm from alcohol and drug use

**18.9%**

of adults are at increased risk of harm from alcohol-related disease or injury



### Reducing injury

**1332**

unintentional injury hospitalisations in 2021-2022 were due to falls, the highest recorded number



### Tackling climate change and its impacts on health

State Government modelling indicates by 2050 the Goulburn region can expect average max temperatures to increase by

**3.1°C** ↑







# Appendix 1: Municipal Health and Wellbeing Plan summary

Priorities and actions under all five Greater Shepparton City Council strategic outcomes will contribute to improving the health and wellbeing of the community. The below table highlights key actions for Greater Shepparton, and their alignment to the Victorian Public Health and Wellbeing Plan priority areas.

		Improving sexual and reproductive health	Reducing harm from tobacco and e-cigarette use	Improving wellbeing	Increasing healthy eating	Increasing active living	Reducing harm from alcohol and drug use	Tackling climate change and its impacts on health	Preventing all forms of violence	Reducing injury
<b>ECONOMY</b>										
Focus Areas	Actions									
<b>Infrastructure &amp; Land Development</b>	Further explore facilities for caravan, camping and recreational vehicle travellers including consultation to develop an action plan to increase accessibility and usability.	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>Tourism &amp; Events Activation</b>	Create, support, attract and promote annual anchor events	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Explore experiences that activate the Goulburn River and Victoria Park Lake	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>Cultural &amp; Community Identity</b>	Work with stakeholders to celebrate our cultural heritage, our diverse cultures and shared histories	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
<b>CBD Revitalisation &amp; Activation</b>	Connect the CBD with key attractions through signage and trails	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>Advocacy &amp; Strategic Partnerships</b>	Continue to work with key stakeholders to explore water and energy securing solutions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>

		Improving sexual and reproductive health	Reducing harm from tobacco and e-cigarette use	Improving wellbeing	Increasing healthy eating	Increasing active living	Reducing harm from alcohol and drug use	Tackling climate change and its impacts on health	Preventing all forms of violence	Reducing injury
INFRASTRUCTURE										
<b>Focus Areas</b>	<b>Actions</b>									
<b>Strategic Asset Management &amp; Sustainability</b>	Focus on managing assets responsibly to meet present needs without compromising future generations by integrating asset management with broader planning	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>Urban Planning &amp; Growth Management</b>	Deliver urban planning which considers safe and accessible neighbourhoods, with access to public transport and open spaces	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
<b>Transport &amp; Connectivity</b>	Invest in infrastructure at the highest risk road safety sites, in line with the Safe System Approach	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
<b>Sport, Recreation &amp; Open Space</b>	Continue to implement the actions of the Shepparton Sports City Master Plan, the Tatura Park Precinct Master Plan and the Sport and Recreation Fair Access Policy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
	Undertake audit, review and feasibility of sports and recreation infrastructure	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Promote inclusive and active lifestyles by supporting diverse sports and recreation opportunities, encouraging walking and cycling, and fostering social connection through clubs and facilities	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Continue to expand both built and natural UV protective shade in Sport, Recreation, and Public Open Spaces including high use playgrounds.	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>



		Improving sexual and reproductive health	Reducing harm from tobacco and e-cigarette use	Improving wellbeing	Increasing healthy eating	Increasing active living	Reducing harm from alcohol and drug use	Tackling climate change and its impacts on health	Preventing all forms of violence	Reducing injury
<b>INFRASTRUCTURE (cont.)</b>										
<b>Energy Efficiency &amp; Climate Resilience</b>	Continue to encourage community uptake of energy efficiency and resilience programs via provision of advice and education information	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Continue to install renewable energy assets across Council-owned assets and facilities where cost effective	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Assist our business community through the timely provision of information and advice about grants programs and initiatives that aim to reduce energy costs through the uptake of renewables	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>Circular Economy &amp; Waste Management</b>	Finalise and implement a Circular Economy Strategy and supporting road map	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Embed circular economy principles into procurement (e.g. buying recycled content, reusable materials, local suppliers)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Reduce Council's own waste and increase material reuse across events, facilities, and infrastructure	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Work with developers to integrate circular thinking into new precincts	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Provide targeted waste education where there are higher rates of non-compliance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Development of initiatives to discourage illegal dumping of rubbish	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Improve the operational efficiencies of the resource recovery infrastructure to ensure contemporary service delivery	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>

		Improving sexual and reproductive health	Reducing harm from tobacco and e-cigarette use	Improving wellbeing	Increasing healthy eating	Increasing active living	Reducing harm from alcohol and drug use	Tackling climate change and its impacts on health	Preventing all forms of violence	Reducing injury
LIVEABILITY										
Focus Areas	Actions									
<b>Community Safety &amp; Social Justice</b>	Partner with community agencies in delivering campaigns and activities to reduce the incidence of gender-based and family violence	○	○	●	○	○	○	○	●	○
	Develop a protocol to guide Council's interactions and advocacy for people experiencing homelessness	○	○	●	○	○	○	○	○	●
	Improve safety in public spaces including the CBD, retail precincts, parks and neighbourhoods	○	○	●	○	●	○	○	●	●
	Develop a social justice framework to guide Council's planning, decisions and services	○	○	●	○	○	○	○	●	○
<b>Access, Inclusion &amp; Universal Design</b>	Implement the Universal Design Principles to create fair and reasonable access for all	○	○	●	○	○	○	○	○	●
	Partner with diverse community cohorts through targeted engagement and access and inclusion strategies	○	○	●	○	○	○	○	○	○
	Deliver programs targeted at seniors and people with disabilities.	○	○	●	●	○	○	○	○	○
	Remain a signatory to the Victorian Local Government Women's Charter.	○	○	●	○	○	○	○	○	○
	Deliver the Amplify grant program by upskilling young people to deliver inclusive social connection opportunities.	○	○	●	○	●	●	○	○	○
<b>Community Leadership &amp; Volunteering</b>	Enable and nurture community leadership through engagement opportunities and leadership programs	○	○	●	○	○	○	○	○	○
	Work with volunteer-involving organisations to support a culture of volunteering	○	○	●	○	●	○	○	○	○

		Improving sexual and reproductive health	Reducing harm from tobacco and e-cigarette use	Improving wellbeing	Increasing healthy eating	Increasing active living	Reducing harm from alcohol and drug use	Tackling climate change and its impacts on health	Preventing all forms of violence	Reducing injury
<b>LIVEABILITY (cont.)</b>										
Focus Areas	Actions									
<b>Health, Wellbeing &amp; Social Connection</b>	Partner on the delivery of the GV Food Systems Framework to increase healthy eating and strengthen sustainable food systems, with consideration for community food gardens									
	Facilitate and deliver accessible recreational activities that support healthy lifestyles									
	Partner with stakeholders on initiatives that improve mental wellbeing and social connection									
	Support community centres, services and spaces that provide inclusive opportunities for connection and wellbeing									
	Support equitable access to safe, healthy, and culturally appropriate foods									
	Provide opportunities for the community to celebrate Greater Shepparton's diversity									
	Support the delivery of initiatives that celebrate cultural diversity, respect and inclusion.									
	Partner with health agencies and organisations to support improved sexual and reproductive health outcomes									



		Improving sexual and reproductive health	Reducing harm from tobacco and e-cigarette use	Improving wellbeing	Increasing healthy eating	Increasing active living	Reducing harm from alcohol and drug use	Tackling climate change and its impacts on health	Preventing all forms of violence	Reducing injury
<b>LIVEABILITY (cont.)</b>										
Focus Areas	Actions									
<b>Reconciliation</b>	Partner with First Nations community members, agencies, and groups to strengthen community outcomes	○	○	●	○	○	○	○	○	○
	Collaborate with Traditional Owners and First Nations community members on shared opportunities.	○	○	●	○	○	○	○	○	○
	Explore a second memorandum of understanding with Yorta Yorta Nation Aboriginal Corporation	○	○	●	○	○	○	○	○	○
	Continued partnership with Shepparton Region Reconciliation Group and other First Nations leaders and community	○	○	●	○	○	○	○	○	○
	Advance the Goulburn Murray Regional Prosperity Plan in partnership with other Plan Champions	○	○	●	○	○	○	○	○	○
<b>Children, Youth &amp; Families</b>	Provide services and programs that improve the health and wellbeing of young people including partnering with Vic Health	●	●	●	○	●	●	○	○	●
	Implement the Victorian Government's Best Start, Best Life reforms (2024–2036)	○	○	●	○	○	○	○	○	○
	Support participation of vulnerable children and families in early years services	○	○	●	○	○	○	○	●	○
	Development of a 10 year early years' service and infrastructure plan, by year 2026.	○	○	●	○	○	○	○	○	○
	Development and implementation of the Greater Shepparton Best Start Early Years plan 2026-2031.	○	○	●	○	○	○	○	○	○

		Improving sexual and reproductive health	Reducing harm from tobacco and e-cigarette use	Improving wellbeing	Increasing healthy eating	Increasing active living	Reducing harm from alcohol and drug use	Tackling climate change and its impacts on health	Preventing all forms of violence	Reducing injury
<b>LIVEABILITY (cont.)</b>										
<b>Focus Areas</b>	<b>Actions</b>									
<b>Arts, Culture &amp; Lifelong Learning</b>	Facilitate diverse local, national, and international arts and entertainment experiences	○	○	●	○	○	○	○	●	○
	Continue to work with community to implement the Creative City Strategy 2022–2027	○	○	●	○	○	○	○	○	○
	Investigate options for a contemporary, fit-for-purpose, expanded library venue for Shepparton	○	○	●	○	○	○	○	●	○
	Continued support for the Shepparton Art Museum (SAM) as a major regional cultural experience	○	○	●	○	○	○	○	○	○
	Delivery of high quality performing arts venues and functions.	○	○	●	○	○	○	○	●	○
<b>Emergency Management &amp; Resilience</b>	Contribute to planning for all phases of emergencies through the municipal emergency management planning committee	○	○	●	○	○	○	●	○	●
	Support small towns and rural communities to implement and maintain Community Emergency Management Plans.	○	○	●	○	○	○	●	○	●
	Develop strategies and partnerships to support community members in emergencies and natural disasters, including those who may experience increased vulnerability during emergencies.	○	○	●	○	○	○	●	○	●
<b>Animal Management &amp; Community Amenity</b>	Implementation of Domestic Animal Management Plan	○	○	○	○	○	○	○	○	●
	Work to ensure all cats and dogs are registered with Council to meet with statutory obligations.	○	○	○	○	○	○	○	○	●

		Improving sexual and reproductive health	Reducing harm from tobacco and e-cigarette use	Improving wellbeing	Increasing healthy eating	Increasing active living	Reducing harm from alcohol and drug use	Tackling climate change and its impacts on health	Preventing all forms of violence	Reducing injury
ENVIRONMENT										
Focus Areas	Actions									
<b>Biodiversity Protection &amp; Land Use Planning</b>	Strengthen biodiversity protection in local planning schemes and land use policy	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Increase biodiversity and native vegetation across the municipality	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>Habitat Restoration &amp; Connectivity</b>	Restore and expand wildlife corridors in strategic locations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Provide incentives, guidance or support to landowners to conserve and restore native vegetation and/or share best-practice land management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>Nature-Based Urban Design</b>	Use nature-based solutions in parks, streetscapes and stormwater design	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Continue to implement the Urban Forest Strategy actions for 2025–2029	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>Water Security &amp; Land Management</b>	Continue partnering with Goulburn Valley Water and Goulburn Murray Water to support the community in reducing potable water use and promoting sustainable water practices, including with irrigation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Work with Goulburn Broken Catchment Management Authority, Traditional Owners and other stakeholders to support implementation of the Shepparton Irrigation Region Land and Management Plan	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>Community Education &amp; Engagement</b>	Continue to deliver community-based education programs via RiverConnect	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>River Access &amp; Recreation</b>	Provide safe, inclusive access to rivers for walking, fishing, canoeing and picnicking	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



		Improving sexual and reproductive health	Reducing harm from tobacco and e-cigarette use	Improving wellbeing	Increasing healthy eating	Increasing active living	Reducing harm from alcohol and drug use	Tackling climate change and its impacts on health	Preventing all forms of violence	Reducing injury
ENVIRONMENT (cont.)										
Focus Areas	Actions									
Advocacy & Environmental Compliance	Advocate for enforcement of illegal firewood collection	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Advocate to the state government to strengthen the planning scheme to protect and enhance the extent of native vegetation.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
Climate Change Adaptation	Advocate for the Infrastructure Design Manual, Urban Design Manual and Landscape guidelines to require increased climate resilient liveability outcomes - cycling paths, shared path connections, bus transport, green spaces and to reduce car usage	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
	Advocate to the State Government to continue to support vulnerable community members to make improvements to their homes to better cope with extreme weather.	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Increase urban tree canopy cover and enhance diversity of tree species, including with more climate resilient species	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>

YOUR COUNCIL										
Focus Areas	Actions									
Community Engagement & Trust	Continue to organise community thank-you events, awards, or project launches with community partners	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Advocacy & Government Relations	Develop and implement an advocacy strategy aligned with community and Council priorities	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>
	Communicate advocacy wins and campaign outcomes to key stakeholders and community	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>





kalafatis  
fresh produce

kalafatis  
fresh produce

kalafatis  
fresh produce

kalafatis  
fresh produce



# Appendix 2: How the Council Plan was developed

A new Council Plan is developed every four years following Local Government elections. The Plan commences on 1 July in the year following the election. This Council Plan commences on 1 July 2025.

The Council Plan is developed by Council in consultation with our community. In accordance with the Local Government Act 2020, Council must use a deliberative engagement process to ensure that the community is involved in the development of the Plan.

## What We Did

### 22 July to 13 September 2024 – Broad community consultation

Feedback gathered from community on their priorities for the Council Plan and Community Panel expressions of interest. Engagement activities consisted of online and hardcopy surveys, community pop-ups, stakeholder workshops and online activities.

### September - October 2024 - Engagement report and establishment of Community Panel

Engagement report developed and community members selected for panel based on a representative sample of our community.

### November 2024 - Community Panel deliberative workshops

Sought input from Community Panel to inform the Council Plan. Provided for the involvement of the local community in the development of this plan, deliberative community engagement was performed over three weekend sessions.

### January - May 2025 - Councillor deliberative workshops

Seek input from Councillors to develop the Council Plan.

### May - July 2025 - 2025-2029 Council Plan draft developed

All information collated and developed into a draft Council Plan.

### August - September 2025 – Draft Plan available

Draft Council Plan available for viewing.

### September 2025 - 2025-2029 - Council Plan adopted by Council

Final Council Plan 2025-2029 adopted by Council and published to website.

## What the Online Survey Participants said

A diverse, vibrant and connected community valuing accessible opportunities for everyone. We adapt and respond in a way that is innovative, sustainable and accountable. We acknowledge where we have been and look forward to where we are going. Together we are Greater!

### Participants were asked

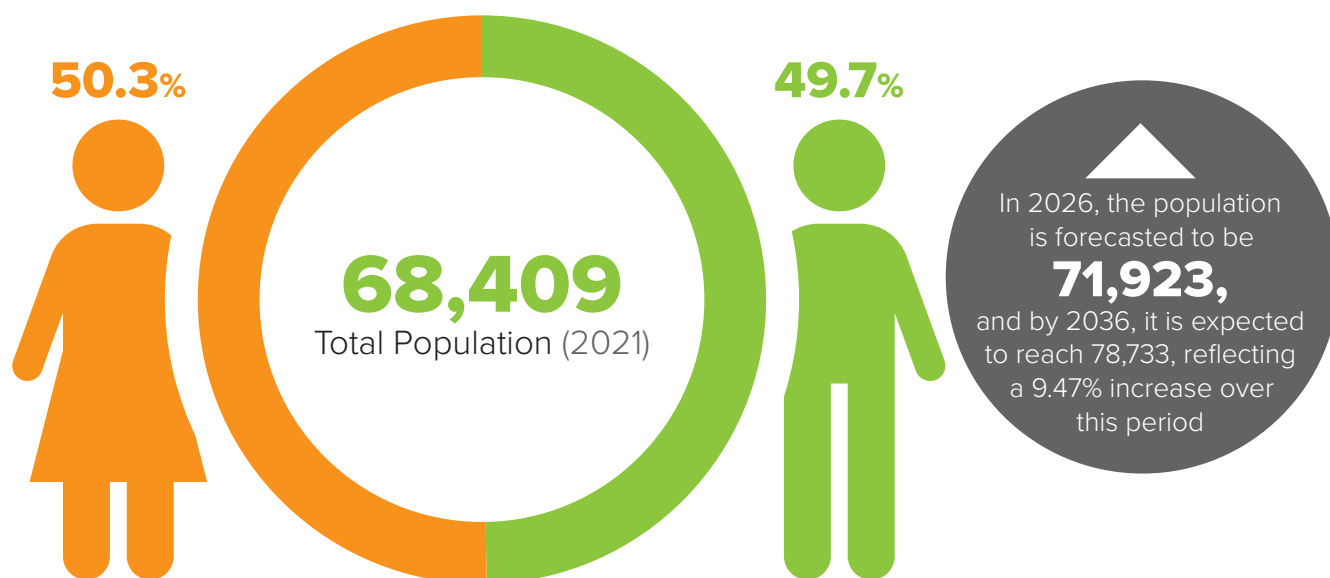
*“Does the Community vision still represent the community’s aspirations for the future?”*

56.85%	Yes
22.83	No
20.32%	Unsure

### The top priorities for the community are:

1. Agriculture, water and food security
2. Preventing all forms of violence
3. Affordable housing development
4. Increasing active living
5. Access to open spaces and recreation facilities for physical exercise
6. Road maintenance
7. Improving wellbeing
8. Aboriginal leadership and reconciliation
9. Asset management - buildings, drainage, and business and industry growth
10. Tackling climate change and its impact on health

# Appendix 3: Snapshot of the Greater Shepparton Community



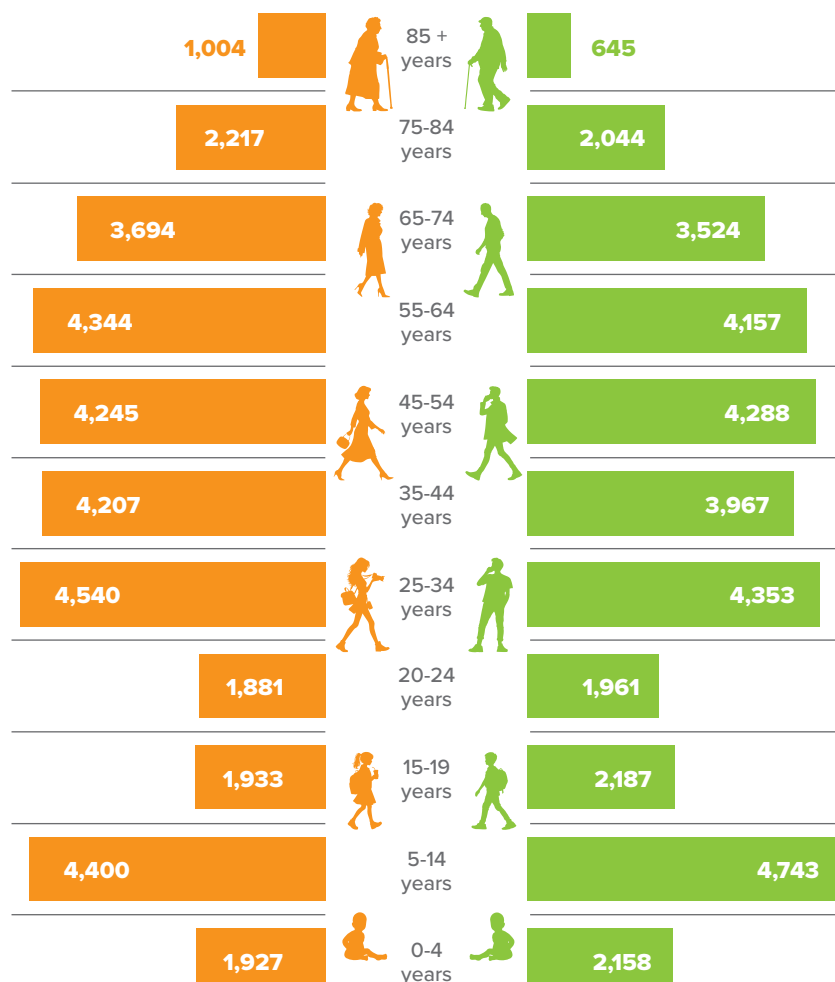
The proportion of residents aged **65 years and over** is steadily increasing, reflecting broader trends in aging populations.

At the same time, the **0-14 year old** age group remains a significant portion of the community, contributing to the area's youthful energy and future workforce.



The working-age group (20-64 years) makes up **53.1%** of the total population, meaning a strong labor force.

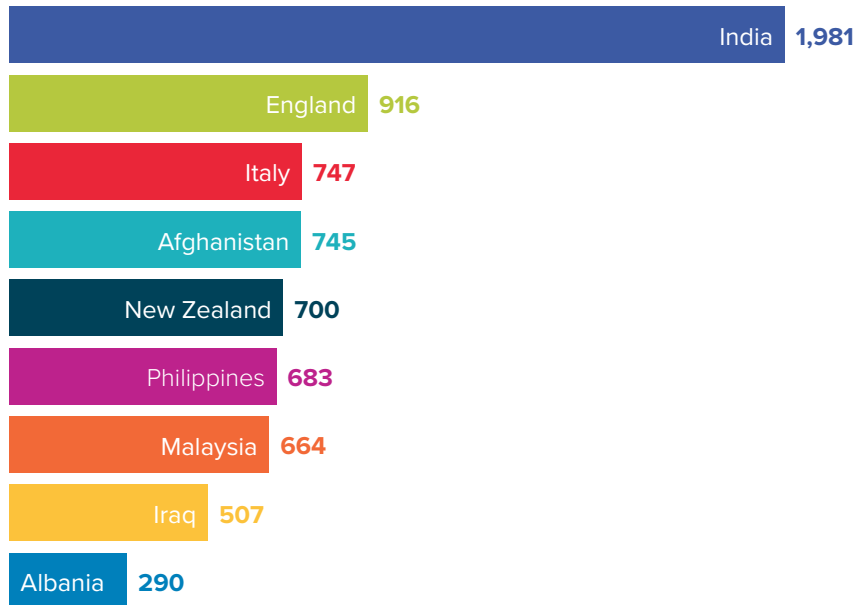
**Population Pyramid (2021)**





## Diversity Profile

### Top 9 countries of origin (2021)



**English** is the dominant language, spoken exclusively at home by

**74.7%**

of the population.

**Punjabi (2.3%) and Arabic (2.1%)** are the

next most common

languages, indicating a notable presence of these linguistic communities.

**Italian (1.6%), Hazaragi (1.2%), and Mandarin (0.9%)** also contribute to the region's diversity.

Hello

**5.1%** of individuals in Greater Shepparton (estimated) identified as **lesbian, gay, bisexual, transgender, intersex, or gender diverse**, according to the 2023 Victorian Population Health Survey

**3.9%** of Greater Shepparton's population identify as **Indigenous or Torres Strait Islander**

## Economic Profile ABS census data 2021



**57%**

of Greater Shepparton residents work full time

**32%**

of Greater Shepparton residents work part time



**4.6%**

unemployment rate

**\$1,400**

weekly median household income for Greater Shepparton



**68%**

own their home outright or have a mortgage

**28%**

are renting



GREATER  
SHEPPARTON

## CONTACT US

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**Web:** [www.greatershepparton.com.au](http://www.greatershepparton.com.au)

Join the conversation:

Greater Shepparton City Council is NRS friendly. If you are deaf, hearing-impaired, or speech-impaired, we ask that you call us via the National Relay Service:

**TTY users:** 133 677 then ask for (03) 5832 9700.

**Speak & Listen users:** (speech-to-speech relay) 1300 555 727 then ask for (03) 5832 9700.

**Internet relay users:** Connect to the National Relay Service via [www.relayservice.com.au](http://www.relayservice.com.au) and then ask for (03) 5832 9700.

A hearing loop is also available at Council's customer service centre and Council meeting rooms.



Interpreter service available.

