

117 Priority Actions (Council Plan 2017-2021)		(Draft) Annual Plan Actions 2019-2020
<b>Engaged, Connected Communities</b>		
1.1.1	Prepare a 2050 Shire Plan by the end of 2018 (Note: June 2018 OCM resolution extended this date to 'end of 2019')	<b>1. Undertake preliminary work to support the creation of a Shire Plan in line with expected changes to the Local Government Act</b>
1.1.2	Develop an effective strategy to communicate and engage with our rural and urban communities	<b>2. Implement year 2 actions of the Customer First Strategy</b>
1.1.3	Audit and rationalise Council's communications and promotional material to ensure a coordinated approach with consistent messaging	<b>3. Develop an integrated communications and marketing plan and implement a program of actions in support of the plan</b>
1.1.4	Foster community involvement through advisory or reference groups and management committees	<i>Integrated into Business As Usual (BAU)</i>
1.2.1	Work with communities to develop local risk awareness, mitigation and resilience strategies	<i>Refer to Action 3.2.1 - Fire Mitigation Strategy</i>
1.3.1	Establish partnerships with other learning organisations including schools and Melbourne Polytechnic to respond to the community's desire for lifelong learning	<b>4. Develop a Lifelong Learning Action Plan</b>
1.3.2	Enhance relationships with the U3A and maintain programs offered by Living and Learning and Edendale	<i>Integrated into Business As Usual (BAU)</i>
1.4.1	Establish agreed social, economic, and geographical guidelines to determine infrastructure, service levels and service priorities across the Shire	<b>5. Develop the Community Infrastructure Policy and associated guidelines that will support the preparation of a Community Infrastructure Plan for the Shire</b>
1.4.2	Develop policies that support an equitable and transparent model of funding for community infrastructure	<i>Refer to Action 1.4.1 (as above)</i>
1.4.3	Deliver an integrated community infrastructure plan which prioritises investment in and, where necessary, repurposing of community facilities	<i>Refer to Actions 1.4.1 and 1.4.2 (as above)</i>
1.4.4	Develop an interactive community facility database which clearly identifies all available social infrastructure for community use across the Shire	<b>6. Develop and implement a system which identifies booking availability and capacity of Council's sporting pavilions and halls network for community use</b>
1.4.5	Use technology and infrastructure to increase connectivity to create inclusive and dynamic community places that link people, knowledge and culture	<i>Refer to Action 5.8.2 - Digital Transformation Plan implementation</i>
1.5.1	Support initiatives that improve the capacity of volunteers and provide ongoing opportunities for people to undertake volunteering activities	<i>Integrated into Business As Usual (BAU)</i>
1.5.2	Work with young people to identify and respond to their priorities	<i>Refer to the Health &amp; Wellbeing Plan implementation</i>
1.5.3	Develop the links, shared values and understandings across the shire that enable individuals, groups and council to trust each other and work together productively	<i>Refer to Action 1.1.2 - Develop an effective strategy to communicate and engage with our urban and rural communities</i>

1.5.4	Develop a Women's Network to enhance, celebrate and acknowledge the role of women within Nillumbik and across the wider community	<b>7. Develop and launch a Womens Network page on the Nillumbik Council website</b>
1.5.5	Ensure a universal access lens is applied to all areas of council activity working towards the elimination of barriers to equitable access	<i>Integrated into Business As Usual (BAU)</i>
1.5.6	Develop a reconciliation plan between Council and the Wurrundjeri community as traditional owners, and strengthen practices to ensure the ongoing support of Aboriginal and Torres Strait Islander people	<b>8. Develop a Reconciliation Plan for Council adoption</b>
1.5.7	Ensure that the LGBTI community is included and engaged in initiatives that are supported by Council	<i>Integrated into Business As Usual (BAU)</i>
1.5.8	Ensure that 'Welcome to Eltham' refugee and asylum seeker initiatives are ongoing	<i>Completed</i>
1.6.1	Review Council's role in direct service provision and identify opportunities for improvement including the following:	
	* Early years infrastructure	<i>Completed</i>
	* Positive Ageing	<i>Integrated into Business As Usual (BAU)</i>
	* Home and Community Care	<i>Completed</i>
	* Youth Services	<i>Integrated into Business As Usual (BAU)</i>
	* Edendale Community & Environment Farm	<b>9. Implement the preferred option for the management and operation of Edendale Community Environment Farm</b>
	* Living and Learning Nillumbik	<b>10. Implement the adopted Living and Learning strategic service plan with a focus on optimising a network of partnerships</b>
	* Management of community facilities including leisure facilities	<i>Tender process for management of contracted facilities to occur in 2019-2020 for commencement of new contracts in June 2021</i>
	* Maternal Child Health	<i>Completed</i>
<b>Active and Creative People</b>		
2.1.1	Review and update the Recreation Strategy	<b>11. Audit the Recreation Strategy and present back to Council</b>
2.1.2	Develop and implement an integrated strategy for managing open space and parkland	<i>Integrated into Business As Usual (BAU)</i>
2.1.3	Implement the Lifetime Play Strategy in natural and man-made spaces across the Shire	<i>Integrated into Business As Usual (BAU)</i>
2.1.4	Complete planning for the Hurstbridge Open Space Precinct	<i>Completed</i>

2.1.5	Activate public recreation spaces along the Yarra River	<b>12. Prepare an issues and options paper to consider opportunities to activate public open spaces along the Yarra River</b>
2.1.6	Continue to implement the Recreation Trails Strategy	<b>13a) Progress the missing link of the Diamond Creek Trail</b> <b>13b) Continue to advocate and lobby funding for the broader trails network</b>
2.1.7	Investigate potential uses for the former Council landfill sites at Plenty and Kangaroo Ground	<b>14. Investigate potential future uses for the former landfill site in Plenty, including serious investigation into solar energy generation</b>
2.1.8	Develop infrastructure to enable sporting groups to promote participation in sport and community wellbeing	<i>Refer to Actions 1.4.1 (Establish agreed social, economic and geographical guidelines to determine infrastructure, service levels and service priorities across the Shire) and 2.1.10 (Health &amp; Wellbeing Plan)</i>
2.1.9	Complete and launch the redeveloped Eltham Leisure Centre	<i>Completed</i>
2.1.10	Undertake planning and consultation and secure funding to deliver the following major projects: * Diamond Valley Sports and Fitness Centre redevelopment * Diamond Creek social infrastructure * Diamond Creek to Hurstbridge recreation trail * Eltham Precincts 3 & 4 * Research Park pavilion * Civic Drive Precinct Plan * Eltham North Reserve pavilion * Diamond Creek regional playspace	<b>15. Continue to deliver key community infrastructure projects in accordance with the adopted works program and budget</b>
2.2.1	Develop and implement an Arts and Culture Plan that builds on Nillumbik's rich artistic, cultural and physical Green Wedge heritage	<b>16. Continue to implement the adopted Arts and Culture Plan, including the Artist in Residence Program</b>
2.2.2	Review the Artist in Residence Program and Art Acquisition Policy	<i>Combined with implementation of Action 2.2.1 (above)</i>
2.2.3	Review and extend Council's policy for attractions, events and festivals	<b>17. Develop an event attraction plan (in conjunction with a new funding program) for Council adoption, and commence implementation</b>
2.2.4	Seek government funding for the development of a public art gallery of regional significance	<b>18. Commence development of the business and master plan for the development of a public art gallery, and explore funding options</b>
2.2.5	Recognise and support opportunities which develop and grow creative and cultural industries in positioning Nillumbik – the Green Wedge Shire, positioning the shire as a key destination	<i>Refer to Economic Development Strategy &amp; Green Wedge Management Plan</i>
2.2.6	Support and promote arts and culture activities that maximise access across the Shire	<i>Refer to implementation of Arts and Culture Plan</i>
2.2.7	Recognise performing arts through facilitation and promotion throughout the Shire	<b>19. Undertake an audit of performing arts venues in the Shire, and develop a plan</b>
2.2.8	Review Council's programs for grants to the community	<i>Will be completed by July 2019</i>
2.2.9	Assess and review Eltham Lower Park Masterplan including the Diamond Valley Miniature Railway	<b>20. Undertake a review of the Eltham Lower Park Masterplan</b>

<b>Safe and Healthy Environments</b>		
3.1.1	Review the planning scheme in concert with State Government reforms, in consultation with residents, with the aim to make it easier and clearer for all stakeholders	<i>Refer to GWMP and Economic Development Strategy implementation</i>
3.1.2	Review the impacts of the Green Wedge Management Plan on the Nillumbik community while ensuring the natural environment of the Green Wedge is preserved and nurtured for current and future generations	<b>21. Present the Green Wedge Management Plan for Council adoption, and implement a program of actions in support of the adopted plan</b>
3.1.3	Clarify the planning scheme to enhance opportunities for agricultural enterprises and tourism to prosper in appropriate ways in rural areas of Nillumbik	<i>Refer to GWMP and Economic Development Strategy implementation</i>
3.1.4	Develop a new shire-wide housing strategy to reflect consultation with residents and evidence on future population demographics while protecting enhance Nillumbik's neighbourhood character and enhancing the Green Wedge	<b>22. Develop a Shire-wide Housing Strategy for Council adoption</b>
3.1.5	Promote and implement design excellence and innovation in architecture in public buildings	<i>Note: no need for quarterly reporting</i>
3.2.1	Develop a comprehensive Fire Mitigation Strategy	<b>23. Complete the Bushfire and Emergency Management Strategy for Council adoption, and commence implementing a program of actions in support of the strategy</b>
3.2.2	Continue to work with emergency services and other agencies to plan and prepare for emergency events, and update the Municipal Emergency Management Plan (MEMP) and Municipal Fire Management Plan (MFMP)	<i>Integrated into Business As Usual (BAU)</i>
3.3.1	Complete the Health and Wellbeing Plan, and implement its actions through partnerships with community agencies and stakeholders	<b>24. Continue to implement the adopted Health and Wellbeing Plan and deliver initiatives in partnership with the community</b>
3.3.2	Facilitate intentional housing outcomes to support residents with a disability and their carers to continue living in Nillumbik	<i>Refer to Action 3.1.4 - Housing Strategy</i>
3.3.3	Investigate options for housing and retirement living to enable residents to age in place throughout the whole Shire	<i>Refer to Action 3.1.4 - Housing Strategy</i>
3.3.4	Advocate for community transport for residents in remote townships	<i>Integrated into Business As Usual (BAU)</i>
3.3.5	Support the development of men's sheds to improve wellbeing	<i>Integrated into Business As Usual (BAU)</i>
3.3.6	Recognise the Green Wedge as a contributing positive influence on health and wellbeing	<i>Refer to Action 3.1.2 - Green Wedge Management Plan</i>
3.4.1	Review and implement the Domestic Animal Management Plan (DAMP)	<i>Note: no need for quarterly reporting - implement Year 2 plan actions of plan - report to Council annually</i>
3.5.1	Implement the Climate Change Action Plan	<b>25. Implement key actions, including building efficiencies, of the Climate Change Action Plan</b>

3.5.2	Report on progress of the plan through the State of Environment Report every two years - measure	<i>Note: no need for quarterly reporting - currently identifying existing datasets and identify forum to present that data</i>
3.6.1	Review the Invasive Species Action Plan	<i>Note: no need for quarterly reporting - action likely to reconfirm existing plan which was developed in 2015</i>
3.6.2	Implement the Integrated Water Management Plan	<b>26. Review of Integrated Water Management Plan aligned with Melbourne Water and DELWP strategies for water and waterway management</b>
3.6.3	Advocate to Yarra Valley Water for extension of the sewer network	<i>Commence implementing year 1 actions of new Domestic Wastewater Management Plan - report to Council annually</i>
3.6.4	Provide continuing support to Nillumbik's Landcare Management Groups	<i>Integrated into Business As Usual (BAU)</i>
3.6.5	Provide advice and support to landowners on the sustainable land management of their properties	<i>Integrated into Business As Usual (BAU)</i>
3.7.1	Review waste management programs	<b>27. Review the kerbside waste and hard waste collection programs</b>
3.7.2	Complete landfill rehabilitation at Plenty and commence rehabilitation at Kangaroo Ground	<i>Integrated into Business As Usual (BAU)</i>
3.7.3	Plan for the future operation of the transfer station at Plenty	<i>Refer to Action 3.7.1 - Review waste management programs</i>
3.8.1	Develop and implement the Graffiti Removal Plan	<i>Integrated into Business As Usual (BAU)</i>
3.8.2	Improve maintenance of parks, streetscapes and roadsides	<i>Integrated into Business As Usual (BAU)</i>
3.9.1	Improve pedestrian access to schools	<i>Integrated into Business As Usual (BAU)</i>
3.9.2	Review preschool and school drop off zones to improve safety and access	<i>Integrated into Business As Usual (BAU)</i>
3.9.3	Develop agreed principles for application of rural road speed limits with VicRoads	<i>Integrated into Business As Usual (BAU)</i>
3.9.4	Improve road safety for cyclists through the Trails Strategy	<i>Integrated into Business As Usual (BAU)</i>
3.10.1	Advocate for the construction of the North East link that does not negatively impact on Nillumbik	<i>Integrated into Business As Usual (BAU)</i>

3.10.2	Develop a traffic management plan in conjunction with VicRoads to deal with congestion	<i>Integrated into Business As Usual (BAU)</i>
3.10.3	Advocate for upgrades to Eltham Railway Station (including parking and drop off areas), no more train stabling and the removal of the Diamond Street level crossing	<i>Refer to Action 5.2.1 - Advocate on important policy issues</i>
3.10.4	Advocate for new train station at Eltham North	<i>Refer to Action 5.2.1 - Advocate on important policy issues</i>
3.10.5	Advocate for the removal of the level crossing at Main Hurstbridge Road, Diamond Creek and a pedestrian underpass east of George Street	<i>Refer to Action 5.2.1 - Advocate on important policy issues</i>
3.10.6	Implement the footpath construction program	<i>Integrated into Business As Usual (BAU)</i>
3.10.7	Improve bus shelters and advocate for additional shelters	<i>Integrated into Business As Usual (BAU)</i>
3.10.8	Promote alternative modes of transport as recommended in Council's Transport Statement	<i>Refer to the Health and Wellbeing Plan implementation</i>
<b>A Prosperous Economy</b>		
4.1.1	Adopt a new Nillumbik Economic Development Strategy and create a set of indicators to measure success	<b>28. Implement a program of actions to support the adopted Economic Development Strategy</b>
4.1.2	Provide support to enable the growth of local businesses	<i>Integrated into Business As Usual (BAU)</i>
4.1.3	Explore opportunities to partner with key economic development agencies	<i>Integrated into Business As Usual (BAU)</i>
4.1.4	Review planning application processes so that outcomes are timely, positive, customer-centric and meet statutory requirements	<b>29. Implement the actions of the Planning Service Plan, including service performance targets</b>
4.1.5	Develop an Equine Industry and Activity Strategy	<b>30. Implement a program of actions to support the adopted Equine Industry and Activity Plan</b>
4.1.6	Work with the Wurundjeri Tribe Land and Compensation and Cultural Heritage Council to identify economic opportunities for environmental and cultural services	<i>Integrated into Business As Usual (BAU)</i>
4.1.7	Develop policies, strategies and projects that will enhance Nillumbik's reputation as a 'smart' shire using ICT to improve the quality of services and contact between residents and Council	<b>31. Develop a Smart Cities Plan and commence implementation of a Smart Cities network</b>
4.2.1	Implement the actions in the Destination Management Plan and Marketing Plan to facilitate the development of new tourism accommodation	<b>32. Review the Destination Management Plan</b>

4.2.2	Support and promote the Artisan Hills businesses and destinations	<i>Integrated into Business As Usual (BAU) - will finalise integration with Yarra Ranges Tourism Program</i>
4.2.3	Continue to work collaboratively with the Nillumbik Tourism Association	<i>Integrated into Business As Usual (BAU)</i>
4.3.1	Review and update the Eltham and Diamond Creek activity centre structure plans	<b>33. Draft Eltham and Diamond Creek Structure Plans for Council adoption</b>
4.3.2	Exhibit and determine amendment C107 (Bridge Street)	<i>Refer to Action 4.3.1 - Review and update Eltham and Diamond Creek activity centre structure plans</i>
4.4.1	Eltham Precincts 3 and 4 Masterplan approved and implementation commenced	<b>34. Summarise the known opportunities for the future use and development of Precincts 3 and 4 in the Eltham Activity Centre</b>
4.5.1	Yarrambat Township Plan amendment completed	<b>35. Develop a streetscape improvement plan for the Yarrambat township</b>
4.5.2	Review and implement the township strategies for Wattle Glen, St Andrews and Hurstbridge	<b>36. Review the Hurstbridge and Wattle Glen township strategies in light of future improvements to the Hurstbridge rail corridor and associated land</b>
4.5.3	Prepare and implement streetscape beautification plans for other villages to improve amenity, including Research, Kangaroo Ground and Panton Hill	<b>37. Develop a process for streetscape identification and prioritisation in capital works planning</b>
<b><i>Responsible Leadership</i></b>		
5.1.1	Ensure that Council policies and processes support good governance	<i>Integrated into Business As Usual (BAU)</i>
5.2.1	Advocate on important policy issues that affect the Nillumbik community, and coordinate government and community leaders for an optimum outcome	<b>38. Continue to advocate to other levels of government on important policy issues that affect the Nillumbik community</b>
5.2.2	Advocate on key issues ahead of the 2018 Victorian state election	<i>Completed</i>
5.2.3	Advocate on key issues ahead of the 2019 Commonwealth election	<i>Will be completed by July 2019</i>
5.2.4	Make a pre-budget submission to the Victorian Government each year	<i>Integrated into Business As Usual (BAU)</i>
5.3.1	Review the Strategic Resource Plan annually including financial sustainability forecasts	<i>Integrated into Business As Usual (BAU)</i>
5.3.2	Update Council's Financial Sustainability Plan by December 2017	<i>Completed</i>

5.4.1	Deliver a 0% rate increase in 2017-2018, and ensure rate increases are at least 0.25% below the legislated rate cap in following years	<i>Integrated into Business As Usual (BAU)</i>
5.4.2	Review Council's rating strategy	<i>Integrated into Business As Usual (BAU)</i>
5.5.1	Implement an accelerated program of debt reduction, and establish a debt reduction reserve fund	<i>Integrated into Business As Usual (BAU)</i>
5.6.1	Review and implement Council's Asset Management Strategy for roads, footpath, buildings, drains and recreational assets	<b>39. Commence implementation of a new asset management system rollout to support improved service delivery</b>
5.6.2	Implement a program of surplus asset sales to provide funding for additional capital works	<i>Note: No need to report on quarterly - largely administrative process moving forward</i>
5.6.3	Implement a program of continuous improvement and service reviews to ensure the community receives value for money	<i>Integrated into Business As Usual (BAU)</i>
5.7.1	Implement the Organisational Culture and Capability Strategy to ensure Council has the right staff to effectively deliver services	<i>Integrated into Business As Usual (BAU)</i>
5.7.2	Develop and implement a KPI strategy for staff against Council's values and culture	<i>Completed</i>
5.8.1	Increase availability of on-line services to provide more choice for customers	<i>Refer to Action 5.8.2 - Digital Transformation Plan implementation (see below)</i>
5.8.2	Implement digital technology to improve customer experience and staff productivity	<b>40. Commence implementation of high priority actions from the Digital Transformation Plan</b>
5.9.1	Investigate and implement collaborative initiatives with other councils	<i>Integrated into Business As Usual (BAU)</i>
5.9.2	Review Nillumbik's municipal boundaries with neighbouring councils to ensure they reflect communities of interest	<i>Refer to the Victorian Electoral Commission's review of Nillumbik</i>
5.10.1	Review Council's Risk Management Policy and Framework	<i>Completed</i>
5.10.2	Conduct quarterly meetings of Council's Audit Committee	<i>Integrated into Business As Usual (BAU)</i>
5.10.3	Conduct the annual Internal Audit program	<i>Integrated into Business As Usual (BAU)</i>
5.10.4	Present quarterly Risk and Insurance report to Audit Committee and Council	<i>Integrated into Business As Usual (BAU)</i>
<b>Total actions for the (Draft) Annual Plan 2019-2020</b>		<b>40</b>



COUNCIL PLAN 2017-2021 - STRATEGIC INDICATORS SCORECARD

Engaged, connected communities					Active and creative people				Safe and healthy environments				A prosperous economy				Responsible leadership							
A place where communities and ideas thrive, underpinned by trust, confidence and continuous learning.					Active lifestyles and artistic expression are fostered through participation and innovation.				Healthy and safe communities enjoy living in our iconic Green Wedge environment.				A strong local economy that supports business growth, jobs and community wealth.				Collaborative and consultative leadership that builds trust and makes the best use of available resources to the benefit of all in the pursuit of excellence.							
Increase community satisfaction with:	CURRENT RESULT	PREVIOUS RESULTS		STATUS /TREND	Increase community satisfaction with:	CURRENT RESULT	PREVIOUS RESULTS		STATUS /TREND	Increase community satisfaction with:	CURRENT RESULT	PREVIOUS RESULTS		STATUS /TREND	INDICATOR	CURRENT RESULT	PREVIOUS RESULTS		STATUS /TREND	Increase community satisfaction with:	CURRENT RESULT	PREVIOUS RESULTS		STATUS /TREND
o Council's responsiveness to local community needs	6.65 (2019)	6.32 (2018)	5.97 (2017)	↑	o Aquatic and leisure centres	8.12 (2019)	7.70 (2018)	7.44 (2017)	↑	o Fire prevention works	7.06 (2019)	7.10 (2018)	6.80 (2017)	↔	Increase the percentage of local residents who work within Nillumbik	22.3% (2016)	No recent census data available		?	o the overall performance of Council	6.77 (2019)	6.46 (2018)	6.15 (2017)	↑
o Council's communication and engagement	6.53 (2019)	6.33 (2018)	5.76 (2017)	↑	o Sports ovals/facilities/activities	8.09 (2019)	8.17 (2018)	7.75 (2017)	↔	o Maintenance and repair of sealed local roads	6.50 (2019)	6.44 (2018)	6.53 (2017)	↔	Increase the number of commercial premises in Nillumbik	986 (2017)	?	?	?	o governance and leadership	6.72 (2019)	6.40 (2018)	6.00 (2017)	↑
o Council making decisions in the interests of the community	6.54 (2019)	6.26 (2018)	5.74 (2017)	↑	o Recreation trails/bike paths	7.53 (2019)	7.72 (2018)	7.44 (2017)	↔	o Grading of unsealed roads	5.87 (2019)	Data captured from 2019 only		NEW	Increase the percentage of planning applications determined within 60 days	68% (Q2 2018-19)	69% (2017-18)	72% (2016-17)	↓	o advocacy and representation	6.45 (2019)	6.26 (2018)	5.87 (2017)	↑
o Council maintaining trust and confidence of the local community	6.54 (2019)	6.15 (2018)	5.78 (2017)	↑	o Arts and cultural activities	7.98 (2019)	7.99 (2018)	7.83 (2017)	↑	o Meeting responsibilities to the environment and enhancing the Green Wedge	7.05 (2019)	7.06 (2018)	6.88 (2017)	↑	Maintain Nillumbik's ranking in top 10% on the ABS socio-economic index	1099 (2016)	No recent census data available		?	o customer service	7.41 (2019)	7.24 (2018)	6.81 (2017)	↑
o Community services including libraries, children's services, youth services, services for seniors and education and learning	7.39 (2019)	7.31 (2018)	7.42 (2017)	↔	o Provision and maintenance of parks and gardens	7.45 (2019)	7.34 (2018)	7.35 (2017)	↑	o Waste and recycling services	8.36 (2019)	8.06 (2018)	7.82 (2017)	↑						• Achieve the Auditor-General's 'green light' target for financial sustainability	YES (2017-18)	YES (2016-17)	NA	✓
• Maintain high participation levels for:					• Increase participation rates at aquatic centres	61,152 (2017-18)	50,361 (2016-17)	160,492* (2015-16)	↑	o Drains and footpaths	6.49 (2019)	6.37 (2018)	6.30 (2017)	↑						• Achieve budgeted asset sales each year	YES (2017-18)	NA	NA	✓
o Volunteerism by the community	24% (2016)	No recent census data available		?	• Increase participation rates at leisure centres (non-aquatic)	1,341,310 (2017-18)	1,442,010 (2016-17)	1,415,307 (2015-16)	↔	o Traffic and parking	6.09 (2019)	5.98 (2018)	6.11 (2017)	↔						• Reduce interest costs each year	YES (2017-18)	NA	NA	✓
o libraries (LGPRF)	27% (2017-18)	25.9% (2016-17)	23.7% (2015-16)	↑	• Increase participation rates in arts and culture programs	101,334 (2017-18)	105,307 (2016-17)	122,749 (2015-16)	↓	o Maintenance and cleaning of shopping strips	7.27 (2019)	7.26 (2018)	7.31 (2017)	↔						• Reduce net debt (outstanding loan principal, less debt reduction reserve fund), with a target of zero by 2020-2021	YES (2017-18)	NA	NA	✓
o programs at Living and Learning Centres and Edendale	3,097 (LLC 107,837 (Edendale) (2017-18))	3,737 (LLC 109,020 (Edendale) (2016-17))	3,159 (LLC 93,394 (Edendale) (2015-16))	↓						o Environmental programs and facilities	8.23 (2019)	8.36 (2018)	8.20 (2017)	↔						• Achieve 100% compliance with the Governance and Management checklist required by the Local Government Act 1989	YES (2017-18)	YES (2016-17)	YES (2015-16)	✓
o pre-schools	593 (2018)	585 (2017)	610 (2016)	↔						o Animal management	7.23 (2019)	7.10 (2018)	7.11 (2017)	↑										
• Assess continual growth in activities of U3A, OMNI and Men's Sheds	713 (2017-18)	651 (2016-17)	588 (2015-16)	↑						• Maintain a high percentage of kerbside waste collections diverted from landfill	62.2% (Q2 2018-19)	64% (2018)	66% (2017)	↓										
• Assess communities' engagement in risk awareness and resilience programs	YES (2017-18)	YES (2016-17)	YES (2015-16)	✓						• Deliver maximum achievable immunisation rates for children	94.3% (2017-18)	93.8% (2016-17)	92.3 (2015-16)	↑										
										• Deliver key ages and stages visits to Maternal and Child Health	5,668 (2017-18)	5,596 (2016-17)	5,459 (2015-16)	↑										
										• Reduce the level of outstanding requests for new footpaths	0 (2017-18)	Data captured from 2017-18 only		?										
										• Reduce the level of outstanding customer requests for tree works	20 (2017-18)	Data captured from 2017-18 only		?										
<b>PROGRESS/TREND - LIFE OF COUNCIL PLAN TO DATE</b>																								
↑/✓																						<b>26</b>		
↔																						<b>10</b>		
↓																						<b>4</b>		
Insufficient data <small>(e.g. no recent Census data available; data only recently being captured, etc)</small>																						<b>7</b>		