

# MINUTES

FOR THE  
GREATER SHEPPARTON CITY COUNCIL

## ORDINARY COUNCIL MEETING

HELD ON  
TUESDAY 19 JUNE 2012  
AT 1.00PM

IN THE COUNCIL BOARD ROOM  
90 WELSFORD STREET

**COUNCILLORS:**

Cr Michael Polan (Mayor)  
Cr Chris Hazelman (Deputy Mayor)  
Cr Cherie Crawford  
Cr Geoff Dobson  
Cr Jenny Houlihan  
Cr Milvan Muto  
Cr Kevin Ryan

***VISION***

***GREATER SHEPPARTON***  
AS THE FOOD BOWL OF AUSTRALIA,  
A SUSTAINABLE, INNOVATIVE  
AND DIVERSE COMMUNITY  
***GREATER FUTURE***

**M I N U T E S**  
**FOR THE**  
**ORDINARY COUNCIL MEETING**  
**HELD ON**  
**TUESDAY 19 June 2012 AT 1.00PM**

**CHAIR**  
**CR MICHAEL POLAN**

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**PRESENT:** Councillors: Michael Polan, Chris Hazelman, Cherie Crawford, Jenny Houlihan, Kevin Ryan, Geoff Dobson and Milvan Muto

**OFFICERS:** Gavin Cator – Chief Executive Officer  
Peter Harriott – General Manager Asset Development  
Julie Salomon – General Manager Community Development  
Dwight Graham – General Manager Corporate Services  
Dean Rochfort – General Manager Sustainable Development  
Georgina Beasley – Official Minute Taker  
Lyn Martin – Assistant Minute Taker

## **1. ACKNOWLEDGEMENT**

“We the Greater Shepparton City Council, begin today’s meeting by acknowledging the traditional owners of the land which now comprises Greater Shepparton. We pay respect to their tribal elders, we celebrate their continuing culture, and we acknowledge the memory of their ancestors.”

## **2. APOLOGIES**

Nil.

## **3. DECLARATIONS OF CONFLICTS OF INTEREST**

Nil.

## **4. CONFIRMATION OF MINUTES OF PREVIOUS MEETINGS**

**Moved by Cr Houlihan**  
**Seconded by Cr Dobson**

That the Minutes of the Ordinary Council Meeting held on 15 May 2012, as circulated, be adopted.

**CARRIED**

## **5. DEPUTATIONS AND PETITIONS**

Nil.

## 6. MANAGEMENT REPORTS

### FROM THE ASSET DEVELOPMENT DEPARTMENT

#### 6.1 Contract No: 1368 – Vibert Reserve Pavilion Stage 2

##### **Disclosures of conflicts of interest in relation to advice provided in this report**

No Council officers or contractors who have provided advice in relation to this report have declared a conflict of interest regarding the matter under consideration.

##### **Summary**

The contract is for alterations and additions to existing change rooms and club facilities at Vibert Reserve Shepparton comprising two change rooms and associated toilets/showers, umpire change room and associated toilets/showers, disabled toilet and storage areas.

The works form stage two of a three stage development of sporting facilities at Vibert Reserve. First stages works were completed in 2009 and the increased use of the reserve and adjoining McGuire College facilities since time has meant expansion of facilities to meet demand is required.

The pavilion is used by a large number of groups including the Karramomous Cricket Club, Kialla United Football Club, Shepparton Football Netball Club Shepparton United Football Netball Club, St Mels Primary School and the Football Federation Victoria Regional Academy. All these groups will benefit from the works.

**Moved by Cr Dobson**  
**Seconded by Cr Hazelman**

That the Council:

1. accept the tender submitted by Moretto Building Pty Ltd for the Lump Sum Price of \$493,285.10 (including GST)
2. authorise the Chief Executive Officer to sign and seal the contract documents.

**CARRIED**

##### **Contract Details**

This is a lump sum contract.

##### **Tenders Received**

Six tenders were received at the closing time of 4pm on the Wednesday 16 May 2012. All tenderers are required to be pre-registered with the Council's I-Pro Live tender management system and just one of the tenders received met this mandatory condition.

Compliant tenders were received from:

Tenderer
Moretto Building Pty Ltd

Non- conforming tenders were received from

Tenderer
Landmark Construction Group Pty Ltd
CB & PS Pty Ltd
Contract Control Services Pty Ltd

## 6. MANAGEMENT REPORTS

### 6.1 Contract No: 1368 – Vibert Reserve Pavilion Stage 2 (Continued)

Big G Trading Pty Ltd
Parnall Pty Ltd

Compliant and non-conforming tender prices were in the range \$493,285.10 to \$649,478.50

#### Tender Evaluation

Tenders were evaluated by:

Title	Branch or Organisation
Manager Recreation and Parks	Recreation and Parks
Recreation and Parks Officer	Recreation and Parks
Senior Partner	Brandrick Architects
Senior Construction Engineer	Engineering Projects

#### Tender Evaluation Criteria

Tenders were evaluated on the following criteria:

Evaluation Criteria	Weighting
Price	70%
Previous Relevant Experience	15%
Project Program	10%
Referees	5%

Due to the circumstances in which only one compliant tender was received and as a measure of testing the merits of this tender, all compliant and non-compliant tenders were evaluated against the criteria. Furthermore, interviews were held with the compliant tenderer (Morretto Building Pty Ltd) and the highest scoring non-compliant tenderer (Landmark Construction Group Pty Ltd). Referee consultation for both tenderers was also undertaken.

The interview panel consisted of members of the tender evaluation panel, Council's Procurement Officer and Council's Occupational Health and Safety Officer. The following questions were put to the companies:

- Can you please outline your company's previous experience in the delivery of building construction projects of this type
- Can you please provide details of your company's OH & S Management System and give two examples of where this has been used effectively
- Can you please describe any significant work place safety issues your company has experienced over the past twelve months and how these issues were resolved
- Can you please detail you critical work plan and explain how you will go about delivering this project with the required timelines. Your response should include reference and consideration of other projects your company is involved in that may conflict with the delivery of this project

## 6. MANAGEMENT REPORTS

### 6.1 **Contract No: 1368 – Vibert Reserve Pavilion Stage 2 (Continued)**

- Can you please confirm and document that your company has the necessary financial capacity to undertake and complete this project.

Responses from both tenderers were considered to be satisfactory and the interview panel were of the opinion that both companies have the necessary capacity and experience to complete works as required. External referees also confirmed the suitability of both companies. In relation to financial risk, the contract provides several forms of security including bank guarantees, payment retention and payment arrangements that are based on satisfactory completion of defined stages of work.

Through the evaluation process it has been determined that even if Moretto Building Pty Ltd were not the only compliant tenderer, their tender would still rank highest in terms of overall value by comparison to all other six non-compliant tenders and provided the lowest lump sum price.

Moretto Building Pty Ltd has previously undertaken works for the Council. This includes extensions to the Shepparton Art Museum, Doyles Road Complex offices and the new western shelter at Deakin Reserve.

In conclusion, the tender evaluation panel is satisfied that Morretto Building Pty Ltd.'s tender provides value to Council and is recommended for acceptance at a lump sum price of \$493,285.10 (including GST).

#### **Risk Management**

A risk assessment has been carried out. There are no extreme or high risks associated with this tender.

#### **Policy Implications**

There are no policy implications with this tender.

#### **Best Value Implications**

The tender has been developed in accordance with Best Value principles.

#### **Financial Implications**

The initial estimated total budget of \$715,000 (inclusive of GST) for this project is allocated over two financial years, with a 2011/12 allocation of \$330,000 (inclusive of GST) and proposed allocation of \$385,000 (inclusive of GST) in the 2012/13 budget. Based on acceptance of the recommended tender price, project management and design costs, fees and making allowance for contingency, the total estimate for the project has been revised down to \$654,000 (inclusive of GST). Note that in adopting the recommendation Council commits to the 2012/13 budgeted amount currently in the draft budget.

#### **Victorian Charter of Human Rights and Responsibilities Act 2006 Implications**

This proposal does not limit any of the human rights provided for under the Victorian *Charter of Human Rights and Responsibilities Act 2006*.

#### **Legal/Statutory Implications**

Tender process has been carried out so that it meets the requirements of *Section 186 of the Local Government Act 1989*.

## 6. MANAGEMENT REPORTS

### 6.1 Contract No: 1368 – Vibert Reserve Pavilion Stage 2 (Continued)

#### **Strategic Links**

##### a) Greater Shepparton 2030 Strategy

The required works are in accordance with the *Greater Shepparton 2030 Strategy*

##### b) Council Plan

The purchase is consistent with the Council Plan under “Infrastructure strategies”.

##### c) Other strategic links

The Purchase is consistent with the Council’s Asset Management Strategy.

#### **Attachments**

Nil.



## 6. MANAGEMENT REPORTS

### 6.2 Our Sporting Future Funding Program, Round Two 2011/2012 – Major, Round Three 2011/2012 - Minor and Sports Aid

#### **Disclosures of Conflicts of interest in relation to advice provided in this report**

No Council officers or contractors who have provided advice in relation to this report have declared a conflict of interest regarding the matter under consideration.

#### **Summary**

Three applications have been received for the second round of funding for the 2011/2012 Our Sporting Future Funding Program - Major Facilities;

One application has been received for the third round of funding for the 2011/2012 Our Sporting Future Funding Program - Minor Facilities and Sports Aid Categories.

All applications have been considered by a Council assessment team and recommendations are made in relation to funding allocations.

**Moved by Cr Hazelman**  
**Seconded by Cr Houlihan**

That the following allocations be made for the Council's 2011/2012 Our Sporting Future Funding Program.

Our Sporting Future – Major Facilities Category

<b>Club</b>	<b>Project</b>	<b>Allocation</b>
Central Park Recreation Reserve	Oval Lighting	\$30,000
Shepparton Football Club	Air Conditioning System	\$22,550
Shepparton Junior Soccer Association	Shelter at Murray Slee Pavilion	\$20,000
	<b>TOTAL</b>	<b>\$72,550</b>

Our Sporting Future – Minor Facilities Category

<b>Club</b>	<b>Project</b>	<b>Allocation</b>
Lemnos Tennis Club	Tennis Facility Upgrade	\$14,000
Shepparton Rowing Club	Boat Shed	\$15,000
	<b>TOTAL</b>	<b>\$29,000</b>

**CARRIED**

#### **Background**

The Our Sporting Future Funding Program has been established to assist community organisations with the implementation of small to medium sized facility development

## 6. MANAGEMENT REPORTS

### 6.2 Our Sporting Future Funding Program, Round Two 2011/2012 – Major, Round Three 2011/2012 - Minor and Sports Aid (Continued)

projects. The program also assists with development programs for new and developing sporting organisations throughout the Greater Shepparton Municipality.

The funding program provides three categories for funding:

- Major facility development
- Minor facility development
- Sports Aid.

The Major applications are assessed in two rounds, with the second round closing on Friday 24 February, 2012. The Minor and Sports Aid applications are assessed in three rounds, with the third round closing on Friday 24 February, 2012.

A cross department interim assessment team has been developed to improve the assessment of applications. The team consists of the following members:

- Team Leader Recreation
- Team Leader Events and Promotions
- Strategic Planner Community
- Recreation and Parks Officer
- Grants Officer
- Leisure Facilities Officer

Our Sporting Future (Major) accommodates projects on a \$1 to \$1 basis requesting assistance from Council of up to, but not exceeding \$30,000. The program is for the implementation of medium sized facility development projects on Council managed property.

The following applications were received for the **Major** category:

#### **Shepparton Football Club**

Funding Category	Major		
Project	Air Conditioning System		
Project Details	Installation of new air-conditioning/heating system		
Senior Membership (playing and social)	305	Junior Membership (playing and social)	70
Total Project Cost	\$45,100	Organisation Cash	\$22,550
Requested Council Contribution	\$22,550	Organisation In-kind	\$0
Recommendation from the Interim assessment team	The project is consistent with the funding criteria in providing Pavilion Upgrades. The project is recommended for funding with an allocation of \$22,500.		

## 6. MANAGEMENT REPORTS

### 6.2 Our Sporting Future Funding Program, Round Two 2011/2012 – Major, Round Three 2011/2012 - Minor and Sports Aid (Continued)

#### Central Park Recreation Reserve COM

Funding Category	Major		
Project	Oval Lighting		
Project Details	Installation of four light towers to the Central Park Recreation Reserve oval		
Senior Membership (playing and social)		Junior Membership (playing and social)	
Total Project Cost	\$130,000	Organisation Cash and external funding	\$100,000
Requested Council Contribution	\$30,000	Organisation In-kind	\$0
Recommendation from the Interim assessment team	The project is consistent with the funding criteria in providing Facilities Upgrade. The project is recommended for funding with an allocation of \$30,000. This project is supported by a grant from the Country Football Netball Program.		

#### Shepparton Junior Soccer Association

Funding Category	Major		
Project	Shelter at Murray Slee Pavilion		
Project Details	Installation of shelter to provide cover from weather elements.		
Senior Membership (playing and social)		Junior Membership (playing and social)	1,200
Total Project Cost	\$40,000	Organisation Cash	\$20,000
Requested Council Contribution	\$20,000	Organisation In-kind	\$0
Recommendation from the Interim assessment team	The project is consistent with the funding criteria in providing Facilities Upgrade. The project is recommended for funding with an allocation of \$20,000.		

Our Sporting Future (Minor) accommodates projects on a \$1 to \$1 basis requesting assistance from Council of up to, but not exceeding \$15,000. The program is for the implementation of small sized facility development projects.

## 6. MANAGEMENT REPORTS

### 6.2 Our Sporting Future Funding Program, Round Two 2011/2012 – Major, Round Three 2011/2012 - Minor and Sports Aid (Continued)

The following applications were received for the **Minor** Category:

#### **Lemnos Tennis Club**

Funding Category	Minor		
Project	Tennis Facility Upgrade		
Project Details	Upgrade tennis courts, fencing and install seating		
Senior Membership (playing and social)	30	Junior Membership (playing and social)	17
Total Project Cost	\$28,000	Organisation Cash	\$14,000
Requested Council Contribution	\$14,000	Organisation In-kind	\$0
Recommendation from the Interim assessment team	The project is consistent with the funding criteria in providing Facilities Upgrade. The project is recommended for funding with an allocation of \$14,000.		

#### **Shepparton Rowing Club**

Funding Category	Minor		
Project	Relocatable Boat Shed.		
Project Details	Installation of a relocatable boat storage shed.		
Senior Membership (playing and social)		Junior Membership (playing and social)	
Total Project Cost	\$30,000	Organisation Cash	\$7500
Requested Council Contribution	\$15,000	Organisation In-kind	\$7500
Recommendation from the Interim assessment team	The project is consistent with the funding criteria in providing Facilities Upgrade. The project is recommended for funding with an allocation of \$15,000.		

#### **Risk Management**

Consideration has been given to risk management issues during the assessment of all applications for funding support.

#### **Policy Implications**

There are no conflicts with existing Council policy.

## 6. MANAGEMENT REPORTS

### 6.2 Our Sporting Future Funding Program, Round Two 2011/2012 – Major, Round Three 2011/2012 - Minor and Sports Aid (Continued)

#### **Best Value Implications**

The funds allocated by the Council are considered to offer value in terms of facilitating improvements to the quality and condition of local leisure facilities and supporting clubs to increase participation in physical activity in our community.

#### **Financial Implications**

Total budget for the 2011/2012 Our Sporting Future Funding Program - Major is \$120,000, with \$72,550 recommended for allocation in this round with a remaining balance of \$47,450.

Total budget for the 2011/2012 Our Sporting Future Funding Program - Minor and Sports Aid is \$109,200, with \$29,000 recommended for allocation in this round with a remaining balance of \$19,979.

#### **Charter of Human Rights and Responsibilities Implications**

These proposals do not limit any Human Rights provided for under the Victorian *Charter of Human Rights and Responsibilities Act 2006*.

#### **Legal/Statutory Implications**

All project applicants must comply with planning, building and health legislative and statutory requirements prior to commencement of projects and/or release of the Council's funds.

#### **Consultation**

Parks and Recreation Branch staff have discussed the projects with the applicants and assisted in the application process. All applicants have been reminded that projects will not be funded retrospectively. Officers believe that appropriate consultation has occurred and the matter is now ready for Council consideration.

#### **Strategic Links**

##### a) Greater Shepparton 2030 Strategy

This proposal supports the community and infrastructure objectives of the Greater Shepparton 2030 Strategy.

##### b) Council Plan

This proposal supports the community and infrastructure objectives of the Council Plan.

##### c) Other strategic links

This proposal supports the community and infrastructure objectives of the Municipal Public Health Plan.

#### **Attachments**

Nil.

## 6. MANAGEMENT REPORTS

### FROM THE COMMUNITY DEVELOPMENT DEPARTMENT

#### 6.3 Draft Youth Strategy and Action Plan 2012 – 2015

##### **Disclosures of conflicts of interest in relation to advice provided in this report**

No Council officers or contractors who have provided advice in relation to this report have declared a conflict of interest regarding the matter under consideration.

##### **Summary**

Greater Shepparton City Council recognises the significant contribution that young people make to our local community through their vibrancy, passion, innovation and enthusiasm. The development of the draft *Youth Strategy and Action Plan 2012–2015* demonstrates Council's commitment to young people and informs the role of Council in supporting our young people and the youth sector. The draft *Youth Strategy and Action Plan 2012–2015* is the first of its kind for Greater Shepparton City Council. The draft Strategy builds on the work previously undertaken and will strengthen partnerships between Council, young people and the youth sector.

Five strategic directions have been created from consultations to frame the proposed directions Council will undertake to support young people and the youth sector in the future.

1. Sector Coordination, Support, Advocacy and Facilitation
2. Engagement and Partnerships
3. Celebrate Youth Culture
4. Building Capacity
5. Safer Places and Spaces

The draft Action Plan has defined priorities for the achievement, the review and evaluation of these actions and will inform the development of new priorities in the following years.

**Moved by Cr Houlihan  
Seconded by Cr Dobson**

That the Council:

1. Support the directions contained within the draft *Youth Strategy and Action Plan 2012-2015*
2. Place the draft *Youth Strategy and Action Plan 2012-2015* on public exhibition for one month and invite submissions from the community and key stakeholders.

**CARRIED**

##### **Background**

It is essential that Council highlight our commitment to young people by developing a Youth Strategy and Action Plan. Council has maintained a strong ongoing commitment to young people in the municipality as evidenced through a provision of a range of opportunities for young people and funded partnerships with the sector.

In 2010 Council created funding for a Community Youth Development Officer to ensure that Council maintained a strong presence in the youth space. This role was designated

## 6. MANAGEMENT REPORTS

### **6.3 Draft Youth Strategy and Action Plan 2012 – 2015 (Continued)**

as a strategic leadership and planning position as opposed to a direct service delivery function. Council undertook a range of activities to engage young people and the youth sector regarding the development of the strategy by conducting consultations with young people, the youth sector and Council staff. This included one on one meetings, electronic surveys, forums and focus group discussions.

Young people spoke about how they would like to be recognised within the community, while the youth sector identified how Council could integrate and add value to the sector for the benefit of young people. Council staff also contributed ideas to how we could strengthen our support to young people and the sector.

The development of the draft strategy was informed by an evidences based approach which considered research and contemporary best practice, government policy directions, demographic profiling and extensive consultation/engagement to provide context to the draft *Youth Strategy and Action Plan 2012–2015*.

#### **Risk Management**

Consideration has been given to risk management issues during the development of draft *Youth Strategy and Action Plan 2012-2015*. Any risks identified have been addressed through the action planning process.

#### **Policy Implications**

The recommendations contained in this report are consistent with Council policy.

#### **Best Value Implications**

The draft *Youth Strategy and Action Plan 2012-2015* is consistent with Best Value principles.

#### **Financial Implications**

The draft *Youth Strategy and Action Plan 2012–2015* is set within the Council context of existing financial constraints and staff capacity. Any actions requiring additional funding will be considered through the annual budget processes.

#### **Victorian Charter of Human Rights and Responsibilities Act 2006 Implications**

This proposal does not limit any of the human rights provided for under the *Victorian Charter of Human Rights and Responsibilities Act 2006*.

#### **Legal/Statutory Implications**

The draft *Youth Strategy and Action Plan 2012–2015* is consistent with the *Local Government Act 1989*

#### **Consultation**

The draft *Youth Strategy and Action Plan 2012-2015* has been developed through extensive consultation with young people, the sector and internal Council departments.

Council in partnership with Word and Mouth undertook consultations with young people to ensure that the views and opinions of young people were reflected in the strategy. Over 50 young people were consulted at a local youth leadership day in August 2011 and over 180 young people also contributed through focus group sessions regarding safety in the CBD.

## 6. MANAGEMENT REPORTS

### **6.3 Draft Youth Strategy and Action Plan 2012 – 2015 (Continued)**

An extensive youth sector engagement project was undertaken to connect with over 36 key service providers and education settings. Consultations included one on one interviews, electronic surveys and two forums.

A range of Council staff from across 8 Council branches were consulted to gain an understanding of Council's current work with young people and to identify opportunities for future growth and development. This draft report has been presented and distributed to relevant internal staff members.

The draft report was presented to the Executive Leadership Team on 7 May 2012 and to the Councillors on 22 May 2012 for feedback.

Officers believe that appropriate consultation has occurred and the matter is now ready for Council consideration. It is proposed that the draft *Youth Strategy and Action Plan 2012–2015* is released for further community consultation prior to Council adoption.

#### **Strategic Links**

##### a) Greater Shepparton 2030 Strategy

Direction 2 – Community Life

Direction 5 – Infrastructure

##### b) Council Plan 2009 – 2013

Community Life - Greater Shepparton City Council will enhance social connectedness, physical and mental health and well being, education and participatory opportunities in order to improve liveability and a greater range of community services.

Economic Development – Greater Shepparton City Council will promote economic growth, business development and diversification with a focus on strengthening the agricultural industry

##### c) Other strategic links

Greater Shepparton City Council - Community Development Framework

Greater Shepparton City Council – Community Engagement Strategy

Greater Shepparton City Council – Public Health Plan

Greater Shepparton City Council – CBD Strategy 2008

Greater Shepparton City Council - Safer City Strategy 2011–2014

Greater Shepparton City Council - Victoria Local Government Women's Charter

Greater Shepparton City Council - Cultural Diversity and Inclusion Strategy 201 -2015

Youth Safety Consultation Report 2011

#### **Attachments**

Draft Youth Strategy and Action Plan 2012–2015

Budget Implications for Youth Strategy and Action Plan

Youth Strategy Consultation Plan



## 6. MANAGEMENT REPORTS

### FROM THE CORPORATE SERVICES DEPARTMENT

#### 6.4 Financial Report – May 2012

##### **Disclosures of conflicts of interest in relation to advice provided in this report**

No Council officers or contractors who have provided advice in relation to this report have declared a conflict of interest regarding the matter under consideration.

##### **Summary**

This report provides interim details of Council's financial position at 31 May 2012.

**Moved by Cr Dobson**

**Seconded by Cr Crawford**

That the Council receive and note the financial report and position as at 31 May 2012.

**CARRIED**

##### **Background**

Section 137 of the *Local Government Act 1989* provides that Council maintain a budgeting and reporting framework that is consistent with the principles of sound financial management. Ongoing monthly reports will provide the basis for this.

Council adopted a revised \$104M Operating Budget and a \$36M Capital Works Program for 2011/2012. Council expects to have another successful year in delivering a multitude of Capital and Community based projects.

The following reports have been prepared and are presented to Council to facilitate decision making:

- Overview Commentary
- Income Statement
- Balance Sheet
- Cash Flow Statement
- Councillor Expense Report.

Other schedules have been included for the information of Councillors:

- Strategic Objective Reports (both Operating and Capital)
- Investment Reports
- Sundry Debtor Report
- Rates Report.

##### **Risk Management**

Risks identified as part of the preparation of this report include works being undertaken with invoices not yet received.

##### **Policy Implications**

There are no conflicts with existing Council policies.

##### **Best Value Implications**

Close monitoring of budgets is in line with Best Value principles.

## 6. MANAGEMENT REPORTS

### 6.4 Financial Report – May 2012 (Continued)

#### **Financial Implications**

The 2011/2012 Budget provides a basis for measurement of actual performance/position to July 2012.

#### **Victorian Charter of Human Rights and Responsibilities Act 2006 Implications**

The report does not limit any human rights provided for under the Victorian *Charter of Human Rights and Responsibilities Act 2006*.

#### **Legal/Statutory Implications**

Section 138 of the *Local Government Act 1989* requires quarterly statements comparing budgeted revenue and expenditure for the financial year with the actual revenue and expenditure to date to be presented to the Council at a Council meeting which is open to the public. This report satisfies that requirement.

#### **Consultation**

All officers responsible for works included in the 2011/2012 Budget have been consulted in preparing this report.

Council officers believe that appropriate consultation has occurred and the matter is now ready for Council consideration.

#### **Strategic Links**

##### a) Greater Shepparton 2030 Strategy

There are no direct links to the *Greater Shepparton 2030 Strategy*.

##### b) Council Plan

The report is consistent with the governance principle of Strategic Objective 6 of the *Council Plan 2009-2013* "Council Organisation and Management".

##### c) Other strategic links

No other strategic links have been identified.

#### **Attachments**

May 2012 Financial Report containing:

1. Overview Commentary
2. Income Statement
3. Balance Sheet
4. Cash Flow Statement
5. Strategic Objective Reports (both Operating and Capital)
6. Investment Reports
7. Sundry Debtor Report
8. Rates Report
9. Councillor Expense Report.

## 6. MANAGEMENT REPORTS

### 6.5 Community Use of Council Land in Huggard Drive, Mooroopna

#### **Disclosures of conflicts of interest in relation to advice provided in this report**

No Council officers or contractors who have provided advice in relation to this report have declared a conflict of interest regarding the matter under consideration.

#### **Summary**

Vacant Council owned land in Huggard Drive, Mooroopna has been identified as suitable for the development of Min-Jarra, a Men's wellbeing centre. The Mooroopna Cemetery Trustee's have also expressed a desire to secure the site for long term planning for cemetery expansion.

While the involved parties negotiated an excellent solution which will satisfy all needs, the logistics to enact it required further work. This briefing provides an outline of the issues to be overcome and proposes a recommendation to progress the formal process required to achieve desired outcomes.

#### **Moved by Cr Crawford**

#### **Seconded by Cr Ryan**

That the Council:

1. In accordance with Sections 190 and 223 of the *Local Government Act 1989* ("the Act"), public notice be given in the *Shepparton News* of the intention to enter into a lease of the Council owned land at 22 Huggard Drive, Mooroopna being certificate of title volume 9753 folio 140 with the Shepparton Family Relationship Centre for a period of 21 years for the purpose of developing Min-Jarra, a men's wellbeing centre
2. The public notice stipulate that persons may make a submission on the leasing of the land in accordance with Section 223 of the Act and that written submissions must be received on a date that is at least 28 days after the publication of the notice
3. The Chief Executive Officer be authorised to undertake the administrative procedures necessary to enable the council to carry out its functions under section 223 of the Act in relation to this matter

That if submissions are received under section 223 of the Act:

- a) a special meeting of the council be convened to hear from any person or persons who request to be heard in support of a section 223 written submission and, if required, the special council meeting be held at a time and date to be determined in the Council Offices, 90 Welsford Street, Shepparton, and
- b) report on any section 223 submissions received by the council, along with a summary of any hearings held, be provided to the ordinary council meeting of 21 August 2012; and
4. If no submissions are received within the prescribed period, the council resolves to enter into a lease and authorise the signing and sealing of the lease of Council owned land at 22 Huggard Drive, Mooroopna being certificate of title volume 9753 folio 140 with the Shepparton Family Relationship Centre for a period of 21 years

## 6. MANAGEMENT REPORTS

### 6.5 Community Use of Council Land in Huggard Drive, Mooroopna (Continued)

5. for the purpose of developing Min-Jarra, a men's wellbeing centre without further resolution of the council.
6. That, on the condition that the lease is executed
  - a. transfer part of the land at 22 Huggard Drive, Mooroopna being certificate of title volume 9753 folio 140 to the Crown, in accordance with section 191 of the Act, to be reserved for cemetery purposes with the land encumbered with the lease, if approved by the Minister
  - b. If Ministerial approval is not received, provide the Mooroopna Cemetery Trustee's with an undertaking by way of a legally binding agreement that that the Council will relinquish the land to the Crown to be reserved for cemetery purposes at the expiration of the lease.

**CARRIED**

#### **Background**

The Council was asked to provide, by way of a community lease, a Greenfield site for the Shepparton Family Relationship Centre to establish Min-Jarra. The required specifications were that the site be close to river and bush environments, in addition to satisfying planning zone requirements. The pocket of Industrial Zoned land in Huggard Drive, Mooroopna was identified as ideal.

The Mooroopna Cemetery Trustees identified the same parcel as being required to plan for the future expansion of the cemetery. Although the site will not be needed for development for the next 25 to 35 years, the Trustees desire a commitment from the Council that the land will be secured for future use. This would require the site to be transferred to the Crown, to be reserved for cemetery purposes.

The proposed solution was that the Council relinquish ownership of the site to the Crown on the basis that the Crown provides a 21 year community lease to the Shepparton Family Relationship Centre. A lease of this type would require Ministerial consent on land reserved for cemetery purposes. The Cemetery Trustees requested that Department of Health (DHS) seek Ministerial consent to assure the Council and the Family Relationship Centre that it would be approved, however DHS advise is that it would not seek Ministerial consent until the land is handed over.

The Shepparton Family Relationship Centre propose to develop a Min-Jarra on the site which is a centre for men's health and wellbeing which seeks to foster empowerment, encouragement and dignity back to men through personal growth and development. The centre will bring men from indigenous, cultural and linguistic diverse backgrounds together to share experiences in a culturally safe environment.

It was then proposed to DHS that the Council enter into the lease and then pass the land to the Crown encumbered with the lease. While this seems likely to be acceptable, it would be many months before they could confirm approval. Such a delay would seriously jeopardise the success of the Min-Jarra funding and development.

## 6. MANAGEMENT REPORTS

### **6.5 Community Use of Council Land in Huggard Drive, Mooroopna (Continued)**

Therefore, in consultation with both interested parties the following staff advice is proposed to be presented to a Council meeting. This will be subject to compliance with the *Local Government Act 1989* of providing public notice and inviting submissions

#### **Risk Management**

Risks to be considered by the Council are noted here.

- Is there community support for Council committing the land for long term lease and transfer to the Crown? Public consultation will assist in assessment of this
- Are we potentially committing the Council to a legally enforceable requirement to relinquish the land in 21 years for cemetery purposes when future alternative unforeseen demands for the land arise? Council would need to determine acceptance of this risk
- Will development and use of the land by the proposed tenant meet expectations? – this will be managed by the terms of the lease, planning processes and ongoing supportive relationship by Council officers
- Will there be Ministerial approval of cemetery land being leased for other purposes? – The recommendation provides alternatives to overcome this eventuation

#### **Policy Implications**

The lease and possible transfer of land to the Crown does not conflict with any policy. The intent of the *Asset Management Policy* is to support the Council's commitment to maximising its resources to achieve the best outcome for the community.

#### **Best Value Implications**

*The Local Government Act 1989*, Best Value Principles section 208B,

(b) ... all services provided by a Council must be responsive to the needs of its community and

(c) each service provided by a Council must be accessible to those members of the community for whom the service is intended.

#### **Financial Implications**

There would only be nominal administrative costs incurred by the Council in implementing the recommendation of this report, which will be covered by existing budget. However in the event that land is relinquished to the Crown, the Council will be forgoing the capital value of the land. The land however will continue to be used for public purposes.

#### **Victorian Charter of Human Rights and Responsibilities Act 2006 Implications**

This proposal does not limit any human rights provided under the act.

#### **Legal/Statutory Implications**

Implementation of the recommendations will need to consider the requirements of the *Local Government Act 1989*. Section 190 provides that the Council may lease land providing it gives public notice at least 4 weeks prior to entering into a lease and receives and considers submissions in accordance with section 223.

Both parties expressing an interest in the use of the land will have their own statutory requirements to abide by, including acquiring planning permits for the development of the site.

## 6. MANAGEMENT REPORTS

### 6.5 Community Use of Council land in Huggard Drive, Mooroopna (Continued)

#### **Consultation**

The Shepparton Family Relationship Centre and the Mooroopna Cemetery Trustees have been involved in discussions to ensure support of the recommendations. The Department of Human Services have also been consulted and its advice considered.

The recommendation provides for public consultation by way of giving public notice in accordance with section 223 of the *Local Government Act 1989*

Officers believe that appropriate consultation has occurred and the matter is now ready for Council consideration.

#### **Strategic Links**

##### Council Plan

The Council Plan identifies that *“integrated planning is a process that aims to achieve a whole-of-community approach and sustainable community outcomes. This is achieved by ensuring that the environmental spheres of influence built/physical, social, economic and natural) are holistically taken into account through a combination of linkages and partnerships in planning, decision-making, implementation and performance”*. The ongoing partnerships which will be established between the Cemetery Trust and the Family Relationship Centre through the joint interest in the land and their collective desires to provide community services reflects this integrated planning approach.

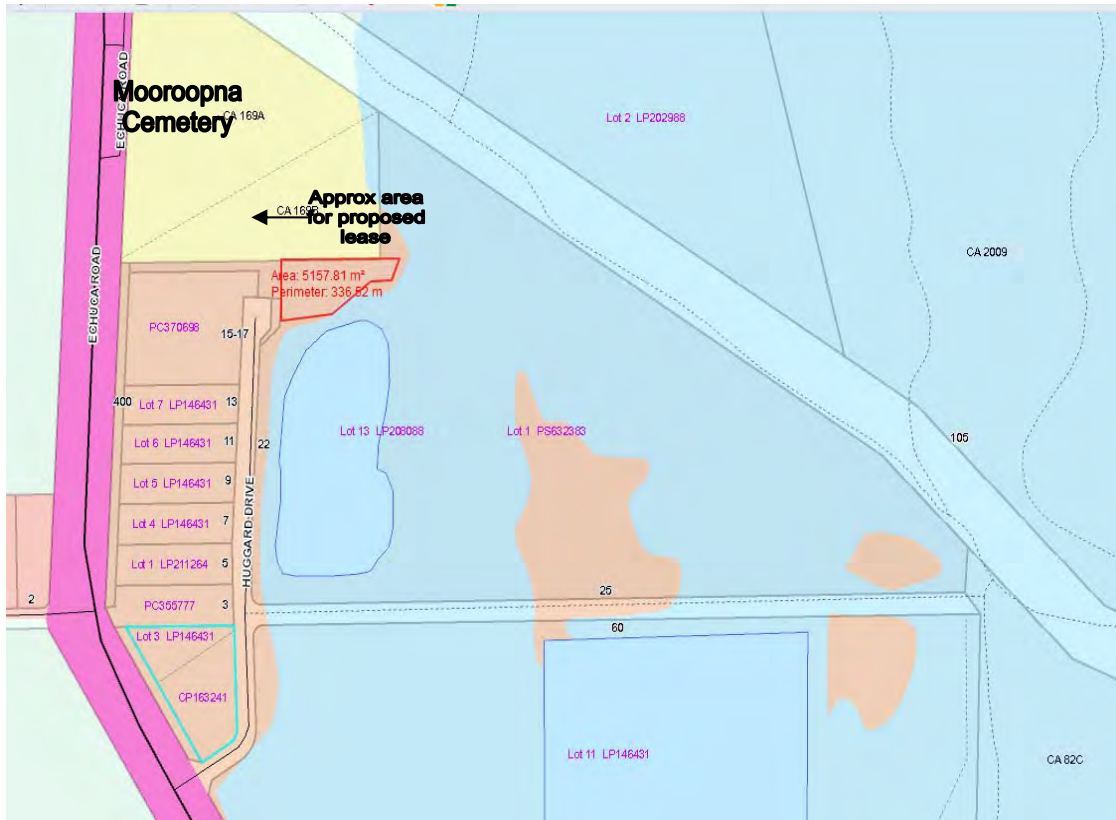
Supporting the Min-Jarra development with the provision of land meets every aspect of the Strategic Objective *‘Community Life’* which states that “Greater Shepparton City Council will enhance social connectedness, physical and mental health and well being, education and participatory opportunities in order to improve liveability and a greater range of community services.”

The Strategic Objective *‘Infrastructure’* identifies an objective to “provide affordable and sustainable community infrastructure” which would be achieved by providing the land for Min-jarra in the short term and cemetery development in the longer term.

**6. MANAGEMENT REPORTS**

**6.5 Community Use of Council land in Huggard Drive, Mooroopna (Continued)**

**Site Plans of Huggard Drive, Mooroopna**



## 6. MANAGEMENT REPORTS

### 6.6 Contract No. 1377- Provision of Bill Payment Services

#### **Disclosures of conflicts of interest in relation to advice provided in this report**

No Council officers or contractors who have provided advice in relation to this report have declared a conflict of interest regarding the matter under consideration.

#### **Council Officers involved in producing this report**

Author: Manager Customer Service and Rates

Approved by: General Manager Corporate Services

#### **Purpose**

The purpose of this report is for the Council to approve the proposal to enter into a new agreement for the supply of a bill payment services for a three year period following the conduct of a group tender by the Municipal Association of Victoria (MAV).

**Moved by Cr Hazelman**

**Seconded by Cr Crawford**

That the Council:

1. appoint Australia Post as the supplier for the provision of Bill Payment Services for a three (3) year term with the option of a further one (1) year period at an estimated annual expenditure of \$77,000 (including GST) based on the Schedule of Rates tendered.
2. note that the competitive tender process was undertaken by the Municipal Association of Victoria (MAV) as part of an agency agreement.
3. authorise the Chief Executive Officer to sign and seal the agreement documents.
4. authorise the Chief Executive Officer or his delegate to approve the option of a further one (1) year period subject to satisfactory performance.

**CARRIED**

#### **Contract Details**

The Council currently has a professional and convenient method for making payments for rates, sundry debtors, animal registrations, parking and local laws infringements and childcare fees. This service includes an existing agreement between the Council and Australia Post which expires on 31 May 2012. Australia Post has agreed to extend the Council's current arrangement until 30 June 2012.

The MAV conducted a tender process for the Provision of Bill Payment Services on behalf of 63 councils, including Greater Shepparton City Council.

The tender specification was designed to provide customers with the choice of paying the Council's accounts at convenient locations over the counter, via the internet or by telephone. The specification also required the ability to transfer funds collected into the Council's bank account and the relevant information into the Council's databases on a daily basis.

#### **Tenders**

Australia Post was the only company to submit a tender. The schedule of rates tendered reflected a small increase from the previous agreement for over the counter transactions



## 6. MANAGEMENT REPORTS

### 6.6 Contract No. 1377- Provision of Bill Payment Services (Continued)

in order to cover CPI adjustments. Prices for internet and telephone payments were significantly reduced.

#### Tender Assessment

The MAV, acting as the Council's agent, conducted the tender evaluation process based on the following criteria:

- Corporate responsibility
- Experience
- Services offered
- Contract management
- Price

#### Council Plan/Key Strategic Activity

##### Council Plan

The appointment of Australia Post will ensure that the Council's bill payment services conform with the requirement of strategic objective 6 of the *Council Plan 2009-2013 – Council Organisation and Management*, "to deliver best practice management, governance, administrative and financial systems that support the delivery of Council programs to the community of Greater Shepparton.

#### Risk Management

The table below shows the outcome of an analysis of the risks associated with the recommended course of action, along with proposed responses.

Risks	Likelihood	Consequence	Rating	Mitigation Action
Australia Post is unable to provide the services as agreed	D	3	Medium	Investigate other payment methods

Likelihood rating of D = "Unlikely – Conceivable but not likely to occur under normal operations (i.e. 5-10 year period)"

Consequence rating of 3 = "Moderate – Manager's attention required. Ensure that controls are in place and operating and management responsibility is agreed"

#### Policy Considerations

There are no policy conflicts associated with the appointment of Australia Post as the supplier of bill payment services.

#### Financial Implications

The annual costs to the Council for the 2011/2012 period, 1 July 2011 to 30 June 2012, is an estimated amount of \$70,357, excluding GST.

	2012/2013 Draft Budget \$	This Proposal \$	Variance to Approved Budget \$	Comments
Revenue	0	0	0	
Expense	75,000	70,000	5,000	Estimated annual expenditure (excl. GST)
Net Result	(75,000)	(70,000)	5,000	

## 6. MANAGEMENT REPORTS

### **6.6 Contract No. 1377- Provision of Bill Payment Services (Continued)**

Expenditure in future years will be in accordance with approved budget allocations.

#### **Victorian Charter of Human Rights and Responsibilities Act 2006 Implications**

This proposal does not limit any human rights provided for under the *Victorian Charter of Human Rights and Responsibilities Act 2006*.

#### **Legal/Statutory Implications**

The tender process has been carried out according to the requirements of *Section 186* of the *Local Government Act 1989*.

#### **Environmental/Sustainability Impacts**

There are no environmental/sustainability impacts associated with this report.

#### **Strategic Links**

##### a) Greater Shepparton 2030 Strategy

The appointment of Australia Post to provide bill payment services does not conflict with the strategies contained in the *Greater Shepparton 2030 Strategy*.

##### b) Other strategic links

No other strategic links have been identified.

#### **Other Options for Consideration**

##### a) Do not renew the agreement

If the above were to occur, the choice of payment options currently available to the Council's customers for a wide-range of Council accounts would be limited.

##### b) Renew the agreement

Renewing the agreement will allow the Council's customers to continue to use the current professional and convenient payment options provided by Australia Post for payment of a range of Council accounts.

#### **Conclusion**

This agreement offers the best value for money available via the MAV Umbrella Agreement with Australia Post which includes a variety of payment methods that customers of Greater Shepparton City Council make over the counter, via the internet or by telephone.

#### **Attachments**

Nil.

## 6. MANAGEMENT REPORTS

### FROM THE SUSTAINABLE DEVELOPMENT DEPARTMENT

#### **6.7 Contract No 1370 - Shepparton/Mooroopna Flood Mapping and Flood Intelligence Project**

##### **Disclosures of conflicts of interest in relation to advice provided in this report**

No Council officers or contractors who have provided advice in relation to this report have declared a conflict of interest regarding the matter under consideration.

##### **Summary**

In 2002, a comprehensive floodplain management plan was completed. Subsequently, the Shepparton Mooroopna Flood Warning and Emergency Management Plan was implemented in 2006. Since then, a flood of significance (2010) has been observed and data captured giving rise to the opportunity to complete additional flood modelling. The purpose of this project is to;

- Review the hydrology and flood modelling and prepare new flood mapping for emergency and land use planning purposes;
- Create new flood intelligence data (stage versus consequence)
- Augment floor level database through additional survey;
- Automation of interactive information for community (for specific residential and commercial/industrial buildings) including future residential, commercial development;
- Provide information and prepare community information awareness and education brochures in line with the FloodSafe initiative; and
- Augmentation of telephone alert system including opt-out system;

**Moved by Cr Ryan  
Seconded by Cr Dobson**

That the Council:

1. Accept the tender submitted by Water Technology Pty Ltd for Contract No. 1370 Shepparton Mooroopna Flood Mapping and Flood Intelligence Project for the Lump Sum price of \$329,230.00 (including GST)
2. Authorise the Chief Executive Officer to sign and seal the contract documents.
3. Nominate Councillor Geoff Dobson to Chair the Technical Steering Committee to oversee the project.

**CARRIED**

##### **Background**

The contract is for the delivery of objectives as described in the summary. The study area is located on the confluence of the Goulburn and Broken Rivers and Seven Creeks. In general terms, the study area is bounded by Lord Road/Tonkin Road to the north, Union West Road to the south, Turnbull Road/Ross Road to the west and Pine Lodge South Road to the east including upstream of the Broken River to beyond the East Goulburn Main Channel.

The Project Brief and subsequent proposals were generally broken down as follows:

##### **Hydrology**

## 6. MANAGEMENT REPORTS

### 6.7 Contract No 1370 - Shepparton/Mooroopna Flood Mapping and Flood Intelligence Project (Continued)

- Review all available reports, obtain relevant flood hydrology data and carry out a hydrologic investigation
- Produce design flood hydrographs for flood events between the 2-year and 500-year Average Recurrence Interval (inclusive of the 100-year hydrograph)
- Carry out a first order assessment of the probable maximum flood; and
- Prepare a report on the hydrologic investigation;

#### Survey Information

- Collect floor level data of all buildings within the 100-year flood in the study area
- Collect data on hydraulic structures that is considered important to the flood behaviour in the study area
- Topographic features as required

#### Hydraulics

- Setup, calibrate and validate a suitable unsteady, two-dimensional hydraulic model for the study area;
- Incorporate the Council stormwater drainage system and other drainage infrastructure that may affect the flood behaviour
- Use the model to:
  - Generate flood levels for flood events generally between the 2-year and 500-year ARI events;
  - Determine the flood characteristics for the critical combinations of flows from the Broken and Goulburn Rivers and Seven Creeks
- Prepare a report on the hydraulic model

#### Assessment of Risk

- Prepare flood inundation maps for:
  - Minor and moderate flood class level of 9.5m and 10.7m respectively
  - Around the 10.0 to 10.2 m height
  - For every 200mm increment from 10.7 m to 12.5 m
- The maps will show:
  - Extent/depth/vectors for flooding;
  - Which properties are inundated including delineation of above/below floor level flooding;
  - The location of emergency services facilities (i.e. hospitals/police stations etc)
- A flood damage assessment to determine the cost of flooding including direct/indirect costs
- Prepare Risk x Consequence Matrices

#### Treating Flood Risk

- To be achieved through flood warning and emergency management
- Document flood intelligence (i.e. when roads will need to be closed, how long they will be closed for etc)
- Inform the community about flood risks and how it relates to the individual
- Provide guidance on how to reduce flood damage
- Develop an interactive flood information management system to allow the community to be informed of flood related issues and be evergreen in nature
- Telephone alerting arrangements
- Reviewing and updating the Flood Sub-plan of the Municipality Emergency Management Plan
- Engaging the community in development the revised Flood Sub-plan;
- Updating the Urban Flood Zones, Flood Overlay and Land Subject to Inundation Overlay mapping

## 6. MANAGEMENT REPORTS

### 6.7 Contract No 1370 - Shepparton/Mooroopna Flood Mapping and Flood Intelligence Project (Continued)

#### Reporting and Deliverables

- Defining the reports, digital files required to deliver the required outcomes

A Technical Steering Committee will be formed to oversee the project, which is expected to take eighteen months to complete. A Councillor will be the chairperson of the Committee with others including a representative of GBCMA, DSE (Floodplain Management Unit), VicSES, Victoria Police, Council officers including the recently appointed Emergency Management Coordinator, the project manager and one other and a representative from the successful tenderer.

#### **Evaluation Report**

The tender evaluation report was compiled by four members from Greater Shepparton City Council, Goulburn Broken Catchment Authority and the Department of Sustainability and Environment which ensures a mix of technical expertise, understanding of project objectives and independence to the project. The Evaluation Report is attached to this document.

#### **Tenders Received**

Tenderers
Water Technology Pty Ltd
Cardno Lawson Treloar Pty Ltd
BMT WBM Pty Ltd

Tenders received range in price from \$306,553.50 to \$329,230.00 inclusive of GST.

#### **Tender Evaluation Team**

Title	Organisation
Manager Sustainability and Environment	Greater Shepparton City Council
Statutory Planning and Floodplain Manager	Goulburn Broken Catchment Management Authority
Development Engineer	Greater Shepparton City Council
Manager – Program Delivery	Department of Sustainability and Environment – Floodplain Management Unit

#### **Tender Evaluation Criteria**

Evaluation Criteria	Weighting
Pricing	30%
Methodology	25%
Technical Skills	20%
Project Management and Time Performance	15%
Relevant Experience and Referees	10%

## 6. MANAGEMENT REPORTS

### **6.7 Contract No 1370 - Shepparton/Mooroopna Flood Mapping and Flood Intelligence Project (Continued)**

All tenderers demonstrated an ability to complete the project. However, the understanding of the project objectives, methodologies, price, and project structures varied between proposals. Water Technology had the highest price of all submitted conforming tenders but scored well in the non-price related provisions of the tender assessment; in particular, Water Technology demonstrated:

- A very high understanding of project objectives
- Proposed a very high degree of hydraulic rigour above that required by the brief
- Scored very high in the Treatment of Flood Risk and Assessment of Risk categories
- Had significant degree of internal/external review integrated throughout the project resulting in a very high score of People, systems and specific abilities

The above resulted in Water Technology achieving the highest overall score by a significant margin.

It is also recognised that the Department of Sustainability and Environment are currently preparing a program named FloodZoom which may be similar to the Flood Information Management System (FIMS) contained within each proposal and so the FIMS should become a provisional amount within the contract. This will have to be secured via negotiation with the successful tenderer.

#### **Risk Management**

A risk assessment has been undertaken and identified three positive risks and one negative risk in the high category as a result of this project. These are;

##### Positive Risks

- Reduce the incidence of inappropriate development
- Increase effectiveness and efficiency of emergency services response during flood events
- Greater community resilience by providing community with easy to obtain information about consequences of flooding to individuals

##### Negative Risks

- Other funding bodies remove funding assistance

These risks have been treated to reduce the Councils risk exposure.

#### **Policy Implications**

The project does not conflict with any current Council Policies.

#### **Best Value Implications**

Best value principles have been followed

#### **Financial Implications**

The value of the contract is \$329,230.00 (including GST). Successful funding was received through the Office of Emergency Services Commission which represented 2/3rds of the cost of the project. The Council will be required to contribute \$113,333 to this project.

## 6. MANAGEMENT REPORTS

### 6.7 Contract No 1370 - Shepparton/Mooroopna Flood Mapping and Flood Intelligence Project (Continued)

	2012/2013 Budget \$*	This Proposal \$*	Variance to Approved Budget \$*	Comments
Revenue	226,666	226,666		\$113,333 was received in the 2011/12 financial year. \$113,333 will be received during the 2012/13 financial year.
Expense	290,000	299,300	9,300	The bulk of the funds will be expended during the 2012/13 financial year.
Net Result (negative)	63,334	72,634	9,300	The approved budget amount includes an amount of \$113,333 carried forward from 2011/12. It is anticipated that the project will take 18 months to finalise and the balance of the funds required will be provided for in the 2013/14 financial year budget.

\*The figures shown in the above table are ex GST

#### **Victorian Charter of Human Rights and Responsibilities Act 2006 Implications**

This proposal does not limit any of the human rights provided for under the Victorian *Charter of Human Rights and Responsibilities Act 2006*

#### **Legal/Statutory Implications**

Tender process has been carried out according to the requirements of *Section 186* of the *Local Government Act 1989*.

#### **Strategic Links**

##### a) Greater Shepparton 2030 Strategy

Directly relates to the Greater Shepparton 2030 Strategy

**Topic:** Environment: Conservation and enhancement of significant natural environments and cultural heritage.

**Objective:** 1. To recognise the constraints of the floodplain on the use and development of land and minimise the future economic impacts of flooding

**Action:** 1.1, 1.3, 1.4, 1.5

##### b) Council Plan

Directly relates to the council plan through:

17. Promote and demonstrate environmental sustainability

##### c) Other strategic links

No other strategic links have been identified.

#### **Attachments**

Nil.

## 6. MANAGEMENT REPORTS

### 6.8 Appointment of Shepparton Show Me Committee Member

#### **Disclosures of conflicts of interest in relation to advice provided in this report**

No Council officers or contractors who have provided advice in relation to this report have declared a conflict of interest regarding the matter under consideration.

#### **Summary**

The guidelines applying to the Shepparton Show Me Committee outlines that the committee shall comprise up to eight members representative of the business community and will be appointed to the committee for a period of two years with 50 per cent of the committee positions being eligible for nomination every 12 months. In June 2011, five new committee members were appointed to compliment the existing two members with a one year term remaining. This left a vacancy for one committee member.

Expressions of Interest for the one available committee position was placed in the public notices section of the Shepparton News on Wednesday 22 June and Saturday 25 June 2011.

No expressions of interest were received; therefore the Shepparton Show Me Committee members approached members of the business community to ascertain interest, which resulted in two applications being submitted. These are listed below:

Rick Orr – Pack and Send, Shepparton  
Jamie Cox – Choice Corporate Pty Ltd, Shepparton

These applications were assessed by a sub-committee of the Shepparton Show Me Committee, and the preferred applicant for appointment for a two year term was Jamie Cox.

The report to Council recommending Jamie Cox's appointment was deferred, pending the review of the Instrument of Delegation and Guidelines, which were considered and adopted at the April 2012 Ordinary Council Meeting.

**Moved by Cr Crawford**  
**Seconded by Cr Dobson**

That the Council, having considered the nominations received for appointment to the Shepparton Show Me Committee, appoint Jamie Cox to represent Shepparton Show Me for a term of two years, commencing Wednesday 18 July 2012.

**CARRIED**

#### **Background**

As stated in the guidelines applying to the delegation of authority to the Shepparton Show Me committee of management, section 8 outlines committee membership stating that;

8.1 The Committee shall comprise up to eight members, representative of the Greater Shepparton business community, two Councillors and a member of the Executive, appointed by resolution of the Council.

One of the two Councillors appointed by the Council will be appointed as Chairperson of the committee by the Council.

8.2 Members will be appointed for a period of two years (but may be removed by the Council at any time). Nominations will take place each year, with 50 per cent of the Committee positions eligible for nomination every twelve months. A member of the



## 6. MANAGEMENT REPORTS

### **6.8 Appointment of Shepparton Show Me Committee Member (Continued)**

Committee shall be eligible for re-appointment at the expiration of his or her period of office.

8.3 The Council will call for registrations of interest from the community by way of a notice in the public notices section of a local newspaper before appointing business community representatives to the Committee.

As per the guidelines, nominations to join the Shepparton Show Me Committee were advertised in the Public Notices section.

Expressions of Interest were received and evaluated according to certain criteria which included:

- Established networks with a range of Shepparton businesses
- An innovative and creative approach to problem solving
- A willingness to work in a team environment
- An understanding of advertising and promotion
- Business planning and financial management skills
- An understanding of business issues across a broad range of industry sectors
- Ability to regularly attend monthly meetings

The panel reviewed the applications, assessing them against the selection criteria and putting forward a recommendation for appointment.

#### **Risk Management**

The appointment of replacement members through formal resolution of the Council reduces governance risks by ensuring that all members appointed to a committee are covered by the Council's public liability insurance.

The review panel assessed the applicants based on their responses to the selection criteria and have ensured their recommendations for committee members are representative of the broader business community.

#### **Policy Implications**

There are no conflicts with Council Policy.

#### **Best Value Implications**

The Best Value principles have been taken into account and the proposal is consistent with them.

#### **Financial Implications**

There are no financial implications associated with this proposal.

#### **Victorian Charter of Human Rights and Responsibilities Act 2006 Implications**

The proposal does not limit any of the human rights embodied in the Victorian *Charter of Human Rights and Responsibilities Act 2006*. The proposal embraces section 18 of the Act, allowing each person the opportunity to take part in public affairs.

#### **Legal/Statutory Implications**

The proposal conforms to legislation set out in section 86(2) of the *Local Government Act 1989* – a Council may appoint members to a special committee and may at any time remove a member of a special committee.

## 6. MANAGEMENT REPORTS

### **6.8 Appointment of Shepparton Show Me Committee Member (Continued)**

#### **Consultation**

The current Shepparton Show Me committee were advised of the process for recruiting new committee members at the monthly meetings prior to the closing date. Positions were publicly advertised and following the closing date for submissions, committee members personally approached members of the business community to ascertain their interest in becoming a member of the Shepparton Show Me committee.

Officers believe that appropriate consultation has occurred and the matter is now ready for Council consideration.

#### **Strategic Links**

##### **a) Greater Shepparton 2030 Strategy**

The Shepparton Show Me Committee is an important component of the development and delivery of the Council's objectives for the enhancement of the Shepparton business community. The committee supports the retail strategies outlined in the Greater Shepparton 2030 plan.

##### **b) Council Plan**

This proposal is consistent with the Council Plan 2009-2013:

Strategic Objective 3 – Revitalise and promote the Shepparton CBD as the region's premier retail and entertainment destination

Strategic Objective 24 – Ensure a coordinated and effective approach to economic and tourism development is maintained at all times

Strategic Objective 31 – Engage our community when making decisions

##### **c) Other strategic links**

As per the revised Economic Development Action Plan, Shepparton Show Me supports its objective of supporting the role and viability of the Shepparton CBD as the premier centre serving the region. Shepparton Show Me also supports promoting the area as a destination to live, work and invest, which also is a key objective found in the strategy.

#### **Attachments**

Nil.

## 6. MANAGEMENT REPORTS

### 6.9 'A Future with Less Water' Final Draft Report for Endorsement

#### **Disclosures of conflicts of interest in relation to advice provided in this report**

No Council officers or contractors who have provided advice in relation to this report have declared a conflict of interest regarding the matter under consideration.

#### **Summary**

The Council received funding from the Commonwealth Department of Sustainability, Environment, Water, Population and Communities to investigate how the community can respond to the risks and opportunities associated with reduced water availability for farming from climate change and the Murray-Darling Basin Plan.

On 11 October 2011, Councillors were briefed on the "A Future with Less Water" project by RMCG. Councillors were asked to identify any issues that needed to be taken into account, and to consider stakeholder engagement and communications given the approaching publication of the proposed Murray-Darling Basin Plan.

Since then, the project has progressed to the point that the final draft report, 'Adaptation Toolkit for a Future with less Water', has been prepared and has been reviewed by the Project Board and relevant Council staff. This report was presented to a council briefing on 22 May 2012, and is now considered to be ready for council endorsement.

**Moved by Cr Ryan**  
**Seconded by Cr Houlihan**

That the Council endorses the draft final report 'Adaptation Toolkit for a Future with Less Water' and releases it for broader community consultation and comment for a minimum of three weeks.

**CARRIED**

#### **Background**

Project purpose: The purpose of the 'Greater Shepparton – A Future with Less Water' project was to undertake a review of the likely social and economic impacts of future reductions in water availability on the Greater Shepparton community, and to develop a range of potential strategies and policies that the Council (and other organisations) can adopt to reduce or better manage the identified impacts.

Funding: Greater Shepparton City Council was successful in obtaining \$190,000 in funding from the Commonwealth Department of Sustainability, Environment, Water, Population and Communities, as part of the Strengthening Basin Communities program. This program is to develop strategies to respond to the challenges of climate change, and the forthcoming Murray-Darling Basin Plan.

Murray-Darling Basin Plan: The Guide to the proposed Murray-Darling Basin Plan was published in October 2010. The Proposed Murray-Darling Basin Plan was released to the public in November 2011. The Plan proposes reductions in water consumption across the Basin by 2,750 GL/yr GL.

Deliverables: The key output from the project is a 'toolkit' of measures that can be implemented by the Council and other stakeholders (including farmers, the processing sector, and community) to manage risks and respond to opportunities to capitalise on

## 6. MANAGEMENT REPORTS

### **6.9 'A Future with Less Water' Final Draft Report for Endorsement (Continued)**

Shepparton's competitive advantages. Deliverables also include a project report that addresses impacts of climate change and the Basin Plan.

Stakeholder engagement: Please see 'Consultation' section below.

Relationship to other Council projects: This project builds on the previous project, 'Integrated Planning for a Sustainable Shepparton Community', which undertook a risk and gap analysis across infrastructure, the local economy and community. This project did not revisit issues being addressed in other projects including the Regional Rural Land Use Strategy, the Industrial Land Review or the Housing Strategy.

Finalisation of project: Following the Council's endorsement of the 'Adaptation toolkit for a future with less Water' draft report, it is proposed that it will be made available for public review and comment for a minimum of 28 days. The Strategic and Community Planning Team will produce a consultation plan to ensure valuable feedback is received on the draft report by the rural and wider community of Greater Shepparton. The report will then be reviewed in response to any submissions. This will include production of a detailed priority action plan. The final report and action plan will then be reviewed by the Stakeholder Reference Group, before being presented to the Council for adoption. It is then proposed that implementation of the report will be achieved through incorporation of priority Council actions into the Council Plan and relevant Branch Plans, and dissemination of other actions to relevant external organisations.

#### **Risk Management**

The Project Board identified a number of project risks, as follows:

1. The publication of the Proposed Murray-Darling Basin Plan in mid-November 2011 had the potential to compromise the project workshops, originally also proposed for November. The workshops were rescheduled to February / March to assist in managing this risk
2. Stakeholders could have confused this project with the Basin Plan process itself. Several communication methods were employed to address this risk
3. The project produces a report that 'just sits on a shelf' rather than providing genuinely useful 'toolkit' options. This risk has been managed in several ways, including ensuring a good Project Board and Stakeholder Reference Group, using workshops to develop practical options to manage risks and exploit opportunities, drawing on experience elsewhere of implementing actions similar to this project's, and ensuring processes are in place within the Council to adopt relevant 'toolkit' measures.

An additional risk which has been identified by the Council is that following endorsement of the report, funding may not be accessed to implement any of the actions or works.

#### **Policy Implications**

The project presents no conflicts with Council policy.

#### **Best Value Implications**

This project is consistent with the Council's Best Value principles.

#### **Financial Implications**

The project itself is fully funded by the Commonwealth Government. Future financial implications for the Council will be evaluated on the completion of the project. Further

## 6. MANAGEMENT REPORTS

### **6.9 'A Future with Less Water' Final Draft Report for Endorsement (Continued)**

funding opportunities from the Commonwealth and State governments are being actively explored by Council staff to further develop specific projects and actions identified in the toolkit options report.

#### **Victorian Charter of Human Rights and Responsibilities Act 2006 Implications**

The project does not limit any human rights provided for under the Act.

#### **Legal/Statutory Implications**

The project does not raise any issues of non-conformity with the *Local Government Act (1989)* or any other relevant legislation.

#### **Consultation**

The project has been managed by the Strategic and Community Planning team, with a Project Board that includes Council officers, Goulburn-Murray Water, the Goulburn Broken Catchment Management Authority, the Department of Primary Industries, and D&G Consulting from Tatura. Extensive consultation has occurred with this group, and other stakeholders throughout the life of the project, and it is considered that the draft report is now ready for endorsement.

Consultation and engagement was integral to the project, and included:

- A press release in August 2011.
- A stakeholder reference group that included representatives from the farming and processing sectors, and public and private sector key groups. This group met twice to discuss the issues, provide feedback and progress the project and were included in relevant email correspondence relating to project-related matters.
- A series of impact and adaptation workshops that were conducted in February and March 2012 and which included members of the farming and processing sectors, and the broader community.
- It is proposed that the 'Adaptation toolkit for a future with less Water' draft final report will be available for further consultation and review following endorsement by the Council in June 2012. A consultation/engagement plan has been developed by council staff to expedite this process, which is attached.

#### **Strategic Links**

##### **a) Greater Shepparton 2030 Strategy**

Prepared by the Greater Shepparton City Council and the Department of Sustainability and environment to provide a blueprint for building sustainable economic activity and maximising the quality of life in the municipality over the next thirty years.

##### **b) Council Plan**

02 – Encourage Sustainable municipal growth and development

*As one of Australia's fastest growing inland regional cities, it is important to manage growth in a structured and sustainable manner (p.7)*

17 – Promote and demonstrate environmental sustainability

*We will become a leader in environmental sustainability, by applying and promoting initiatives to reduce our environmental footprint and actively participating in climate protection programs.*

*Develop policy to ensure that development applications include sustainable environment management plans and incorporate sustainable building design concepts (p.17)*

##### **c) Any other strategic links**

**Planning for a Sustainable Shepparton Community Strategy:**

## 6. MANAGEMENT REPORTS

### **6.9 'A Future with Less Water' Final Draft Report for Endorsement (Continued)**

An integrated regional response to the challenges of climate change and reduced water availability, this strategy adopted by the Council on 17 May 2011 provides a strategic basis for the 'A future with less water' project.

Campaspe, Greater Shepparton and Moira Regional Rural Land Use Strategy (RRLUS):  
The objective of the RRLUS is to secure and promote the future of agriculture across the region through modifications to the Greater Shepparton, Campaspe and Moira Planning Schemes.

Northern Region Sustainable Water Strategy:

Prepared by the Department of Sustainability and Environment to provide a blueprint to secure the water future for urban, industrial, agricultural and environmental water users for the next fifty years.

Irrigation Futures of the Goulburn Broken Catchment:

Developed by the Department of Primary Industries, using scenario planning with extensive stakeholder engagement to develop a vision and strategies for the future of irrigated agriculture in the Goulburn Broken catchment.

Changing land use in the GMID 2006-2010:

Prepared for the Department of Primary Industry and the Northern Victoria Irrigation Renewal Project, this report documents changes in irrigation land use between 2006 and 2010.

#### **Attachments**

'Adaptation toolkit for a future with less Water' draft report for Council endorsement  
AFWLW Operational Engagement Plan – June 2012

## 6. MANAGEMENT REPORTS

### 6.10 Submission to the Review of the *Aboriginal Heritage Act 2006*

#### **Disclosures of conflicts of interest in relation to advice provided in this report**

No Council officers or contractors who have provided advice in relation to this report have declared a conflict of interest in relation to the matter under consideration.

#### **Summary**

Under Section 193 of the *Aboriginal Heritage Act 2006* (the Act), a review of the operation of the Act to determine its efficacy and efficiency must commence within five years of the introduction of the Act. As part of this process, a discussion paper, 'Review of the Aboriginal Heritage Act 2006', was published in September 2011 outlining the tasks and scope of the review. It listed issues with the operation of the Act, as identified by Aboriginal Affairs Victoria (AAV). The discussion paper asked submitters to consider and comment on these and any other issues identified through their practical experience of the Act. The Council made a submission to this part of the review process in November 2011.

In April 2012, a 'Summary of Submissions and Consultation' report and an 'Issues and Options Paper' were published by AAV. AAV are currently inviting submissions on the 'Issues and Options' paper from stakeholders who have a practical experience of the Act. A Discussion Session to discuss the options outlined in this paper was hosted by AAV in May 2012 and attended by two Council officers.

A submission has been prepared (Attachment 1 – Submission to the Review of the Aboriginal Heritage Act 2006) and focuses on the accessibility of mapping that has been prepared for those areas of cultural heritage sensitivity, the Cultural Heritage Management Plan (CHMP) process and the definitions used within the Act and the *Aboriginal Heritage Regulations, 2007* (the Regulations). The submission identifies areas where the current system is not operating effectively and suggests changes to the Act and the Regulations that would more effectively protect and conserve Aboriginal cultural heritage.

The submission is part of the Council's ongoing commitment to the protection of Aboriginal cultural heritage encapsulated within the Municipal Strategic Statement of the Greater Shepparton Planning Scheme.

**Moved by Cr Dobson  
Seconded by Cr Crawford**

That having considered the submission, the Council resolves to endorse and submit the submission 'Submission to the Review of the Aboriginal Heritage Act 2006' to the review of the *Aboriginal Heritage Act 2006*.

An integrated regional response to the challenges of climate change and reduced water availability, this strategy adopted by the Council on 17 May 2011 provides a strategic basis for the 'A future with less water' project.

**CARRIED**

#### **Background**

The *Aboriginal Heritage Act 2006* (the Act) came into effect on 28 May 2007. Prior to this, Aboriginal cultural heritage was managed under the *Victorian Archaeological and Aboriginal Relics Preservation Act 1972*. The main institutions and processes established by the 2006 Act were:

## 6. MANAGEMENT REPORTS

### 6.10 Submission to the Review of the *Aboriginal Heritage Act 2006* (Continued)

- Registered Aboriginal Parties (RAP) responsible for managing cultural heritage within a particular area. There are two approved RAPs within Greater Shepparton's municipal boundaries - the Taungurung Clans Aboriginal Corporation and the Yorta Yorta Nation Aboriginal Corporation. The vast majority of the Municipality lies within the jurisdiction of the Yorta Yorta Nation Aboriginal Corporation.
- The Victorian Aboriginal Council comprising of Aboriginal people with specific knowledge and experience in cultural heritage.
- Cultural Heritage Management Plans, Cultural Heritage Permits and Agreements for managing cultural heritage. This replaced the previous consent system.
- The establishment of the Victorian Aboriginal Heritage Register, which holds records of all known places of Aboriginal cultural heritage significance.
- Strengthened enforcement and high penalties for harming Aboriginal cultural heritage.

The Acts also seeks to identify a central role for Aboriginal people in identifying, managing and protecting their cultural heritage.

Section 193 of the Act requires the Act to be reviewed by 28 May 2012. The review is being managed by Aboriginal Affairs Victoria (AAV), on behalf of the Minister for Aboriginal Affairs (the Honourable Jeanette Powell MP). Preliminary findings of the review were released in February 2012 and the recommendations responding to the review of the Act and the Parliamentary Inquiry of the review will be published later this year.

The primary focus of the review is the Act, however issues raised in relation to the Regulations will also be considered. The Council's submission relates to the provisions of both the Act and the Regulations.

#### **Submission in Detail**

The main issues that have been addressed within the submission relate to the following main concerns:

##### *1. Awareness of Areas of Cultural Heritage Sensitivity*

The majority of proponents are only aware of the fact that their lands are included within an area of 'cultural heritage sensitivity' when they meet with planning officers at a pre-planning meeting or subsequent to lodging a planning permit application. The submission suggests that one such way to integrate the designated areas of 'cultural heritage sensitivity' with the mapping used in the Planning Scheme would be to include them as an overlay within the Victorian Planning Provisions (VPPs). This would have the added benefit of appearing on the Planning Report mechanism and Planning Certificates available on DPCD's website, which are accessible to members of the public.

##### *2. Mapping Areas of Cultural Heritage Sensitivity*

The submission outlines that areas of 'cultural heritage sensitivity' is outdated, is not available at a property level and does not take account of developments that have taken place since the mapping was first prepared or urban areas where significant ground disturbance has previously occurred. The submission recommends that the mapping should be updated and that this should be undertaken as a priority to guarantee that only those areas of genuine cultural heritage sensitivity are included. The submission also addresses views that local government councils should undertake a process of updating the mapping for their municipalities and states that they have not been given the necessary resources to make such decisions or a mechanism outlining how approval for such mapping changes would operate in practice.



## 6. MANAGEMENT REPORTS

### 6.10 Submission to the Review of the *Aboriginal Heritage Act 2006* (Continued)

#### 3. *Significant Ground Disturbance*

The submission highlights that the definition of 'significant ground disturbance' in the Regulations is vague and subjective. It suggests that any future revision should consider including clear depth measurements that would constitute as 'significant'.

#### 4. *Three-Lot Subdivisions*

The submission also outlines a current anomaly in the Regulations whereby proponents may undertake a number of separate, but essentially integrated, subdivisions each of which are under the required threshold of 3 no. lots to avoid triggering a CHMP. The submission recommends a number of ways in which this threshold could be revised to rectify this anomaly.

#### 5. *Discovery of an Aboriginal Object*

The submission outlines the significant time and cost implications associated with the discovery of an isolated Aboriginal object where the works were outside of an 'area of cultural heritage sensitivity' and did not trigger the need for a Cultural Heritage Management Plan. The submission highlights the procedures required following such a discovery and the implications of the options open to a sponsor to recommence works in the vicinity of the area where the Aboriginal object was discovered. The submission outlines potential options that may allow for greater certainty following such a discovery.

#### 6. *Amending CHMPs*

The submission recommends that there should be a mechanism to allow a CHMP to be amended in instances where a development proposal has been redesigned during the statutory planning permit process. The submission also outlines that any review to the Act and Regulations should allow for the preparation of one CHMP that considers the cumulative impact of all proposed activities proposed on a site. These amendments to the provisions of the Act and Regulations would save significant costs and report duplication.

#### 7. *Right to Appeal*

The submission highlights that there is no recourse for a traditional knowledge holder who disagrees with the decision of a Registered Aboriginal Party (RAP) in their assessment of a CHMP to appeal such decisions. However, it is possible for the proponent to eventually appeal decisions to VCAT who can then overturn the decision of the RAP. The submission also outlines a concern regarding the appropriateness of VCAT making decisions about Aboriginal cultural heritage above and beyond that of a RAP.

#### 8. *Centralised Agency*

The submission finally outlines support for a suggestion that AAV tabled at May's Discussion Session relating to the future establishment of a centralised agency that would have the remit of protecting and conserving Aboriginal cultural heritage. The Agency would act in a similar manner to the Environmental Protection Agency (EPA). A number of the functions currently performed by AAV and other organisations could be transferred to this agency. It is felt that the formation of such a body would remove the instances of misinterpretation that a number of organisations may have with respect to the interpretation of the Act and the Regulations, and provide for uniformity in the assessment of development proposals.

### **Risk Management**

There are no significant risks associated with the Council's decision to make a submission to AAV regarding the review of the Aboriginal Heritage Act. However, by not highlighting issues with the operation of the Act and Regulations at conserving Aboriginal cultural heritage in an efficient and effective manner risks these concerns not being addressed during the review process.

## 6. MANAGEMENT REPORTS

### 6.10 Submission to the Review of the *Aboriginal Heritage Act 2006* (Continued)

#### **Policy Implications**

No conflicts with the Council's existing planning policies have been identified.

#### **Best Value Implications**

This proposal is consistent with the Council's Best Value principles. Council officers believe that any changes to the Act, in accordance with the Council's submission, will assist the Council in achieving best value practices in relation to the continued conservation of Aboriginal cultural heritage by raising awareness of cultural heritage issues earlier in the development process. Council officers also believe that the adoption of the changes outlined in the submission will allow the Act to operate with greater transparency, ultimately aiding in the continued conservation of Aboriginal cultural heritage.

#### **Financial Implications**

Any changes to the Act, in accordance with the Council's submission, would result in positive resource implications for the Council, particularly for the Sustainable Development Department. However, it is anticipated that any changes to the Act may take a number of years to implement.

#### **Victorian Charter of Human Rights and Responsibilities Act 2006 Implications**

This submission is considered to accord with the *Victorian Charter of Human Rights and Responsibilities Act, 2006*. This submission does not limit any of the human rights provided for under this Act.

#### **Legal/Statutory Implications**

The Council have been invited to make a submission to the review of the Act by AAV. The contents of the submission to the review of the Aboriginal Heritage Act do not have any legal or statutory implications for the Council.

#### **Consultation**

As part of the review process, AAV has directly and indirectly consulted with all stakeholders involved in the conservation and protection of Aboriginal cultural heritage, and development industry alike. It has afforded opportunities for all stakeholders to have a say on the Act's operation.

AAV is specifically seeking a submission from Councils to outline local government issues with the operation of the Aboriginal Heritage Act. In the preparation of this submission, the Strategic Planning Team has consulted with the Engineering and Statutory Planning Teams to coordinate the shared experiences that all three teams hold in the operation of the Act. The Council officers believe that appropriate consultation has occurred and the matter is now ready for Council consideration.

#### **Strategic Links**

##### a) Greater Shepparton 2030 Strategy Plan

Strategic Directions

Direction 3: Environment

Conservation and enhancement of significant natural environments and cultural heritage.

##### b) Greater Shepparton Council Plan (2009 – 2013)

Strategic Objective 4 – Environment

*Objective 18: Identify and respect our significant cultural and environmental assets.*

## 6. MANAGEMENT REPORTS

### **6.10 Submission to the Review of the *Aboriginal Heritage Act 2006* (Continued)**

Our heritage is important and as we plan for the future, it is vital not to lose our past. We will work with community groups, government departments and other authorities to identify and protect significant built and natural environments across the municipality.

In the next four years:

- Engage and work cooperatively with the Aboriginal community to identify and preserve their culture
- Review and implement roadside management plans
- Complete and implement Heritage Study IIB.

#### **c) Any other strategic links**

The changes outlined in the submission to the review of the Aboriginal Heritage Act 2006 will aid in the Act's efficiency and efficacy at conserving and protecting places of Aboriginal cultural heritage. This is supported by Clause 21.05-4 of the Municipal Strategic Statement (MSS), which aims to identify, conserve and protect sites of cultural heritage significance.

#### **Attachment**

Submission to the Review of the *Aboriginal Heritage Act 2006*.

## 6. MANAGEMENT REPORTS

### 6.11 Amendment C121 – Consideration of Panel Report and Adoption of Amendment

#### **Disclosures of conflicts of interest in relation to advice provided in this report**

No Council officers or contractors who have provided advice in relation to this report have declared a conflict of interest in relation to the matter under consideration.

#### **Summary**

Amendment C121 to the Greater Shepparton Planning Scheme proposes to implement the recommendations of the *Regional Rural Land Use Strategy October 2008 (RRLUS)*, which was a joint project between the Greater Shepparton City Council, the Moira Shire and the Shire of Campaspe. All three Councils have undertaken concurrent amendments to their planning schemes in order to implement the Strategy. The RRLUS was adopted by the Council at the Ordinary Council Meeting on 16 November 2010.

The amendment was placed on exhibition from 12 February 2011 until 14 April 2011. Notices appeared in the Government Gazette, Shepparton News and Tatura Guardian. Notice was posted to individual land owners, as well as to relevant referral authorities and Prescribed Ministers during the exhibition of the amendment. During the exhibition period, Community Information Sessions were held at three locations across the municipality to give landowners an opportunity to discuss the amendment with Council Officers. Seventy submissions were received. Nine of these submissions supported the amendment and sixty-one submissions objected to or sought changes to the amendment.

Following exhibition, the Council resolved, at the July 2011 Ordinary Council Meeting, to refer all submissions to an Independent Planning Panel. At this time, the Council also resolved to present a modified position on minimum lot sizes for 'as of right' dwellings and subdivisions. This included removing the delineation between irrigated and dry land and lowering the minimum lot sizes for subdivision and 'as of right' dwellings down to 40ha (the default for the Farming Zone in the Victorian Planning Provisions).

Following the Panel Hearing, the Panel Report recommended that the Council adopt Amendment C121 with changes. The recommended changes aim to reinforce the Council's strategic intent to provide long term rural land use directions throughout the municipality.

The current Schedule to the Farming Zone includes interim provisions relating to minimum lot sizes for 'as of right' dwellings and subdivisions. These were to exist while the draft RRLUS was placed on public exhibition and the associated planning scheme amendment was being finalised. These provisions will expire on 26 June 2012, which will be prior to the completion of Amendment C121 to the Greater Shepparton Planning Scheme. It is important to ensure that the expiry date for the interim controls be extended in order to guarantee that the original intent of the RRLUS is not compromised. It is required that the Council seek extension of the interim controls relating to minimum lot sizes for 'as of right' dwellings and subdivisions in the Farming Zone from the Minister for Planning.

## 6. MANAGEMENT REPORTS

### 6.11 Amendment C121 – Consideration of Panel Report and Adoption of Amendment (Continued)

**Moved by Cr Dobson  
Seconded by Cr Houlihan**

That, having considered the Independent Planning Panel Report for Amendment C121 to the Greater Shepparton Planning Scheme, in accordance with Section 27(1) of the *Planning and Environment Act 1987*, the Council:

- 1) Adopt the recommendations of the Independent Planning Panel including the amended Local Planning Policy Provisions with some changes
- 2) Adopt Amendment C121, with changes as recommended by the Panel, in regard to the minimum lot sizes where the delineation of irrigated and dry land cannot be determined, being:
  - i. FZ1 – 60ha subdivision, 80ha as of right dwelling and
  - ii. FZ2 – 40ha subdivision, 40ha as of right dwelling
- 3) Not adopt the recommendation that further work is required to be undertaken, with the exception of a review of the area around Trewin's Road, Tallygaroopna as potential FZ2 due to the fragmentation of the land in that area
- 4) Not adopt the recommendation that lot sizes for subdivision or 'as of right' dwellings be linked to permanent water entitlements as a basis for decision making
- 5) For the purpose of the *Planning and Environment Regulations 2005*, section 10(e)(ii), provide the following reasons to the Minister for not adopting all of the recommendations of the Panel:
  - i. The ability to delineate between irrigated land and dry land is limited as the irrigation footprint for the region is constantly changing.
  - ii. This view is supported by G-MW, whose letter dated 16 May 2012 advises that such a delineation is not a practical or feasible option.
  - iii. Significant strategic work for Amendment C121 has already been undertaken through the preparation of the RRLUS and this Amendment. Any future Planning Scheme Amendment associated with rural land in the municipality will be subject to further strategic work at the time of preparation of that amendment.
- 6) Seek extension of the interim controls relating to minimum lot sizes for 'as of right' dwellings and subdivisions in the Farming Zone until the new provisions are approved by the Minister for Planning

In accordance with Section 31 of the *Planning and Environment Act 1987*, submit Amendment C121 to the Minister for approval.

Cr Polan sought leave for an extension of time for Cr Houlihan to speak to the motion.

**GRANTED**

## 6. MANAGEMENT REPORTS

### 6.11 Amendment C121 – Consideration of Panel Report and Adoption of Amendment (Continued)

Cr Polan sought leave for an extension of time for Cr Ryan to speak to the motion.

**GRANTED**

#### **Moved by Cr Muto**

That the matter lay on the table until the next Ordinary Council Meeting.

In accordance with clause 92 of Council's *Local Law No. 2 Processes of Local Government and Common Seal*, the Chair was unable to accept the motion as Cr Muto had already spoken to the motion.

**The motion was put and lost.**

#### **Moved by Cr Ryan**

#### **Seconded by Cr Crawford**

That, having considered the Independent Planning Panel Report for Amendment C121 to the Greater Shepparton Planning Scheme, in accordance with section 27(1) of the *Planning and Environment Act 1987*, the Council:

- 1) Adopt the recommendations of the Independent Planning Panel including the amended Local Planning Policy Provisions with some changes
- 2) Adopt Amendment C121, with changes as recommended by the Panel, in regard to the minimum lot sizes where the delineation of irrigated and dry land cannot be determined, being:
  - iii. FZ1 – 40ha subdivision, 80ha as of right dwelling and
  - iv. FZ2 – 40ha subdivision, 40ha as of right dwelling
- 3) Not adopt the recommendation that further work is required to be undertaken, with the exception of a review of the area around Trewin's Road, Tallygaroopna as potential FZ2 due to the fragmentation of the land in that area
- 4) Not adopt the recommendation that lot sizes for subdivision or 'as of right' dwellings be linked to permanent water entitlements as a basis for decision making
- 5) For the purpose of the *Planning and Environment Regulations 2005*, section 10(e)(ii), provide the following reasons to the Minister for not adopting all of the recommendations of the Panel:
  - iv. The ability to delineate between irrigated land and dry land is limited as the irrigation footprint for the region is constantly changing.
  - v. This view is supported by G-MW, whose letter dated 16 May 2012 advises that such a delineation is not a practical or feasible option.
  - vi. Significant strategic work for Amendment C121 has already been undertaken through the preparation of the RRLUS and this Amendment. Any future Planning Scheme Amendment associated with rural land in the municipality will be subject to further strategic work at the time of preparation of that amendment.

## 6. MANAGEMENT REPORTS

### 6.11 Amendment C121 – Consideration of Panel Report and Adoption of Amendment (Continued)

- 6) Seek extension of the interim controls relating to minimum lot sizes for 'as of right' dwellings and subdivisions in the Farming Zone until the new provisions are approved by the Minister for Planning
- 7) In accordance with Section 31 of the *Planning and Environment Act 1987*, submit Amendment C121 to the Minister for approval.

LOST

#### **Background**

Amendment C121 to the Greater Shepparton Planning Scheme proposes to implement the RRLUS. The Strategy and associated amendment have been prepared in conjunction with the Moira Shire Council (Amendment C51) and the Shire of Campaspe (Amendment C69).

A total of seventy submissions were received to Amendment C121. Sixty-one of these objected or sought changes to the exhibited amendment. As a result, all the submissions were referred to an Independent Planning Panel. The Panel supported the intent of the RRLUS and Amendment C121, recommending that the amendment be adopted subject to changes.

Amendment C121 generally proposes to implement the findings of the *Regional Rural Land Use Strategy October 2008* (RRLUS). Specifically, Amendment C121 proposes the following changes to the Greater Shepparton Planning Scheme:

- Amends the Schedule to the Farming Zone (at Clause 35.07) to introduce new categories for Farming Zone and prescribe minimum lot sizes for subdivisions and dwellings within each category
- Amends the Municipal Strategic Statement (MSS) at Clauses 21.01, 21.02, 21.04, 21.05, 21.06, 21.08 and 21.09 to make reference to the *RRLUS*
- Introduces the Rural Conservation Zone (RCZ) provisions and associated Schedule from the Victorian planning Provisions at Clause 35.06
- Amends the Planning Scheme maps to rezone land from the Farming Zone to the new Farming Zones, or to the Rural Conservation Zone.

Amendment C121 seeks to secure and promote the future of agriculture across the region through modifications to the Greater Shepparton Planning Scheme. At the same time, Moira Shire Council is progressing Amendment C51 and the Shire of Campaspe is progressing C69 to their respective Planning Schemes in order to achieve the desired outcomes across the wider region – an important outcome of the Strategy.

#### **Independent Planning Panel Report**

Following exhibition of Amendment C121, all submissions received by the Council were referred to an Independent Planning Panel in accordance with Section 23 of the *Planning and Environment Act 1987*. The Panel Report was received by the Council on 27 March 2012. The Panel Report supports the intent of the RRLUS and Amendment C121, recommending that the amendment be adopted subject to the outlined changes.

The key conclusions and recommendations from the Panel Report relevant to Greater Shepparton City Council are summarised in *Attachment 1 – Tables of Recommendations*, and outlined below:

## 6. MANAGEMENT REPORTS

### 6.11 Amendment C121 – Consideration of Panel Report and Adoption of Amendment (Continued)

Immediate Panel Recommendations to be adopted by the Council –

1. Delete the reference '*Planning Controls for Earthworks on the Goulburn Broken Catchment-Operation and technical Guidelines*) M.A.S.N.V. November 1997' and replace with '*Earthworks Controls in the Shepparton Irrigation Region – Discussion and Options Paper (August 2010)*' in the Campaspe, Moira and Greater Shepparton Municipal Strategic Statements.
2. Revise the relevant clauses of the Municipal Strategic Statements and the schedule to the proposed Environmental Significance Overlays as suggested by Goulburn Murray Water.
3. Subject to subsequent recommendations, edit the exhibited Amendment documentation to reduce repetition and enhance policy guidance as illustrated in revisions circulated by the Councils after the Hearing.
4. Delete the distinction between Farming Zone 1, Farming Zone 2 and Farming Zone 3 in excision provisions.

Avoid the creation of opportunities for additional dwellings in the Farming Zone as a result of excision by including policy to the following effect:  
'Excisions of house lots should not create any additional entitlement(s) for a dwelling or dwellings without a planning permit.

and

The approval of excisions of house lots is contingent on a Section 173 agreement under the Planning and Environment Act 1987 being entered into prohibiting a house and further subdivision on:

- *A residual lot created as a result of a house lot excision*
- *A new lot that incorporates the residual lot after a house lot excision unless a house was as-of right before consolidation with the residual land.'*

Pending the implementation of subsequent Panel recommendations relating to alternative Farming Zone provisions set out in Recommendation 16 below, the Panel recommends for adoption:

5. Consolidate the exhibited Farming Zones 1 and 2 and rename these areas Farming Zone 1 Growth and Consolidation and consolidate Local Planning Policy Framework content relating to the exhibited Farming Zones 1 and 2 under a renamed FZ1 Growth and Consolidation.
6. Maintain the delineation of dryland and irrigated areas that apply in the current interim controls (with consolidation of the irrigated areas in Greater Shepparton and Moira).
7. In the renamed Farming Zone 1 Growth and Consolidation adopt minimum subdivision and dwelling lots sizes as shown in *Attachment 1 – Tables of Recommendations*.

The Panel, however, suggests in the Report that alternative provisions should be adopted if it does not prove possible to delineate irrigated and dryland areas. In this situation, the minimum subdivision and dwelling lots sizes in the renamed Farming Zone 1 Growth and Consolidation would be the alternatives shown in *Attachment 1 – Tables of Recommendations*.

8. Renumber the Farming Zone Niche from FZ3 to FZ2.
9. Revise policy guidance in the Local Planning Policy Frameworks of the three planning schemes relating to the development of dwellings in the Farming Zone to the effect illustrated in the annotated example of the Campaspe C22.01 policy in Appendix C.



## 6. MANAGEMENT REPORTS

### 6.11 Amendment C121 – Consideration of Panel Report and Adoption of Amendment (Continued)

10. Rezone land at 137 Riverview Drive Shepparton to accord with the zoning of the adjoining land where analysis associated with Amendment C23 does not justify the application of the Urban Flood Zone (UFZ).
11. Delete the exhibited proposed Rural Conservation Zone from the land at Dookie, to the west of Murchison and around Rushworth.
12. Amend the Greater Shepparton Planning Scheme to the following effect:  
In Clause 21.05-1 add 'The RRLUS identifies land of high conservation value south and west of Murchison and the Dookie Hills and recommends the application of the Rural Conservation Zone to the land. This will be addressed through further strategic work to determine the appropriate Zone or Overlay to achieve the conservation outcomes envisioned in the strategy' (as proposed by Council).
13. Amend the exhibited Schedule to the Environmental Significance Overlay to be numbered (ESO1) and shown on planning scheme maps in the Campaspe Planning Scheme.

#### Long-term Panel Recommendations requiring further investigation –

14. In the Greater Shepparton Planning Scheme include under Further Strategic Work: Undertake further strategic work to determine the appropriate Zone or Overlay to achieve the conservation and landscape outcomes envisioned in the RRLUS to the south and west of Murchison and in the Dookie Hills area.
15. The Panel recommends that alternative provisions for the Farming Zone be formulated as a matter of priority, as shown in *Attachment 1 – Tables of Recommendations*, along with the following recommendations:  
Delineate irrigated areas on the basis of:
  - The Declared Irrigation Areas, with updating to reflect changes in the footprint as a result of NVIRP; plus
  - Areas where irrigated agriculture occurs utilising established permanent rights to irrigate using groundwater or direct pumping from waterways and water bodies (on the advice of relevant authorities).Obtain expert advice, with review by farmers in the Region who are experienced in farming irrigated land, to determine:
  1. The horticultural and other irrigated areas.
  2. Minimum lot sizes for subdivision in irrigated areas.
  3. The level of irrigation water required:
    - On a permanent basis to sustain horticulture / dairying in the Region; and
    - As a minimum during exceptional circumstances (e.g. drought conditions).
  4. The following land size at which a permit is required for a Dwelling in the Farming Zone irrigated areas that are suggested by the Panel:
    - 25 ha in irrigated 'horticulture' areas (a new FZ3) where it is demonstrated that there is a permanent water entitlement that supports horticulture.
    - 70 ha in other irrigated areas (a new FZ2) where it is demonstrated that there is a permanent water entitlement that supports dairying.
    - 120 ha where it is not demonstrated that there is a permanent water entitlement that would support irrigated forms of agriculture.
    - Where land within an irrigated area does not have permanent water at a level that would sustain irrigated agriculture, exercise discretion in the permit process to apply the minimum subdivision lot size applicable to dryland farming (e.g. 100ha).

## 6. MANAGEMENT REPORTS

### **6.11 Amendment C121 – Consideration of Panel Report and Adoption of Amendment (Continued)**

The same alternative provisions suggested by the Panel should be adopted if it does not prove possible to delineate irrigated and dryland areas, as discussed in Recommendation 8. In this situation, the minimum subdivision and dwelling lots sizes in the renamed Farming Zone 1 Growth and Consolidation would be the alternatives shown in *Attachment 1 – Tables of Recommendations*.

16. Consider increasing setbacks from side and rear boundaries for as of right dwellings in the Farming Zone.
17. Consider whether tenement provisions would provide a useful mechanism to minimise the development of dispersed dwellings in the Farming Zone.
18. Consider whether an alternative zoning is appropriate for highly fragmented areas with extensive levels of housing development as part of the proposed evaluation of rural living opportunities in Campaspe and Moira; or through proponent initiated area based rezoning proposals which are supported by those who are directly affected in Greater Shepparton.
19. The Councils consider establishing a farming advisory group to provide a resource to officers, contribute to ongoing staff development, and have a role in the periodic review of application assessment and decisions relating to dwellings in the FZ (and other relevant matters).

#### **Officers' Recommendations**

Following consideration of the Panel Report, the Council is required to make a determination on the adoption of Amendment C121. It is important to note that the Independent Planning Panel is an impartial body, required to make recommendations based on planning for net community benefit in the interests of all Victorians. This Panel is appointed by the Minister for Planning, who makes the final decision on whether or not an amendment will be approved.

The Minister for Planning is currently reviewing a proposal from the Department of Planning and Community Development to revise the current package of Rural Zones available as part of the Victorian Planning Provisions. Although this proposal has not yet been finalised, it is possible that Amendment C121 may be impacted by any new/revised Rural Zone provisions as a result.

Under Section 29 of the *Planning and Environment Act 1987*, the Council must consider the recommendations of the Panel and determine how the amendment is to be adopted – with or without changes. The Council is not required to adopt the recommendations of the Panel under the Act. The Council are currently faced with four options for progression of the amendment, each of which is outlined below.

It is important to emphasize that dwellings can still be constructed on lots that are below the minimum lot size threshold specified in the Schedule to the Farming Zone, but will require a planning permit. Minimum lot sizes, below which a permit for a dwelling is triggered, should be conservatively large allowing for the proposal to be considered against the relevant zone purposes, decisions guidelines and applicable policy.

The amendment does not significantly change the policy direction or decision making guidelines from those currently in the Planning Scheme in relation to applications for dwellings on small lots in the Farming Zone. Where a permit is triggered, it will not automatically result in a refusal, it simply means that in such cases it is possible for the

## 6. MANAGEMENT REPORTS

### **6.11 Amendment C121 – Consideration of Panel Report and Adoption of Amendment (Continued)**

proposal to be appropriately assessed having regard to the relevant planning considerations.

Please note, that it is the recommendation of the Council officers that Option 2 be adopted by the Council. This option effectively provides a consistent, acceptable control with regard to minimum lot sizes and removes the ambiguity associated with irrigated and dry land delineation. It also provides a reasonable compromise between the smaller lot sizes requested by land owners and the larger lot sizes initially exhibited. These lot sizes are close to the adopted Council position at Panel and are significantly less than the current interim controls. This option does not undermine the intent of the RRLUS, and provides certainty for agricultural land across the region.

Attached is a table (*Attachment 3 – lot size and dwellings analysis*) outlining the existing and potential outcomes as a result of adopting Option 2, as outlined below. The table shows that under the Council's previously preferred scenario (Scenario 1), a total of 1,111 new dwellings could potentially be constructed 'as of right' on existing 40ha+ lots in the proposed Farming Zone 1. These are dwellings that could be built without being assessed against the relevant planning guidelines and considerations. Under the

Independent Planning Panel's recommended non-delineated scenario (Scenario 2), just 285 dwellings could potentially be constructed 'as of right' on existing 80ha+ lots in the proposed Farming Zone 1. This means that a difference of 826 dwellings may be required to be assessed against the relevant planning guidelines and considerations before a permit will be granted, it does not mean that a dwelling cannot be constructed.

The table also shows that under the Council's previously preferred scenario (Scenario 1), it would be possible for a further 850 lots to be created in the proposed Farming Zone 1 through subdivision of existing lots greater than 80ha. Under the Independent Planning Panel's recommended non-delineated scenario (Scenario 2), just 255 new lots could be created through subdivision of existing 120ha+ lots in the proposed Farming Zone 1. This scenario would dramatically decrease the potential for further subdivision of productive agricultural land in the proposed Farming Zone 1 – a key objective of the RRLUS.

#### **Option 1 – Adopt the amendment, with all changes outlined in the Panel Report, including delineations between dry and irrigated land:**

The changes outlined in the Panel Report, in their entirety, are extensive. These recommendations require both immediate changes to the Greater Shepparton Planning Scheme through the current amendment, as well as further investigations in order to respond to the longer term pressures affecting agricultural land in the wider region. In adopting the amendment with all recommendations outlined in the Panel Report, the following lot sizes would apply in the short term:

## 6. MANAGEMENT REPORTS

### 6.11 Amendment C121 – Consideration of Panel Report and Adoption of Amendment (Continued)

		Minimum lot size for subdivisions	Minimum lot size for 'as of right' dwellings
<b>FZ1 – Growth &amp; Consolidation</b>	<b>Dryland</b>	100ha	120ha
	<b>Irrigated</b>	50ha	70ha
<b>FZ2 – Niche</b>	<b>Dryland &amp; Irrigated</b>	None specified (40ha default)	None specified (40ha default)

It is recommended in the Panel Report that in the long term, further investigations be undertaken to divide agricultural land into four Farming Zones as outlined in the table below:

		Minimum lot size for subdivision	Minimum lot size for 'as of right' dwellings
<b>FZ1</b>	<b>Dryland</b>	100ha	120ha
<b>FZ2</b>	<b>Horticulture</b>	<i>subject to further investigations</i>	25ha
<b>FZ3</b>	<b>Other irrigated</b>	50ha	70ha
<b>FZ4</b>	<b>Fragmented</b>	None specified (40ha default)	None specified (40ha default)

These minimum lot sizes delineate between dry and irrigated land – an approach that is not supported by Council officers. The declared irrigation district is no longer an accurate representation of the irrigation footprint for the region. This is due to the fact that water

entitlements are not attached to land titles; water rights can be sold from properties within the declared irrigation district, effectively rendering them 'dryland'.

On the other hand, land outside the declared irrigation district can be irrigated through groundwater systems and other means, enabling them to support more intensive agriculture below the recommended lot sizes in the above tables for 'dryland'. It is recommended by Council officers that delineation of dry and irrigated land should not be supported by the Council. This position is supported by Goulburn-Murray Water as outlined in the attached letter (see *Attachment 2 – Copy of G-MW letter*).

The remaining recommendations regarding other aspects of the RRLUS to be incorporated into the Planning Scheme, including text changes in the Local Planning Policy, are supported (see *Attachment 4 – Draft revised MSS documentation and Schedule to the Farming Zone*).

#### Option 2 – Adopt the amendment, with some changes outlined in the Panel Report, without delineations between dry and irrigated land:

The amendment can alternatively be adopted with some of the changes outlined in the Panel Report, but not all. The Council have a vast knowledge of relevant issues affecting agricultural land in the region. As such, it is reasonable that the Council may consider some of the recommendations outlined in the Panel Report to be inappropriate for the region and may choose to adopt just those recommendations deemed relevant

## 6. MANAGEMENT REPORTS

### 6.11 Amendment C121 – Consideration of Panel Report and Adoption of Amendment (Continued)

In this case, Council officers suggest that the recommendations regarding minimum lot sizes for subdivision and as of right dwellings be adopted as follows:

	Minimum lot size for subdivision	Minimum lot size for 'as of right' dwellings
<b>FZ1 – Growth &amp; Consolidation</b>	60ha	80ha
<b>FZ2 – Niche</b>	None specified (40ha default)	None specified (40ha default)

These minimum lot sizes do not delineate between dry and irrigated land as in Option 1. Due to the current uncertainty associated with irrigation in the region, it is difficult to clearly distinguish and map the actual irrigation footprint for the region as it is not static: water rights can be purchased and sold annually and land outside the declared irrigation district can be irrigated using groundwater and other means.

In the assessment of planning permit applications for subdivision and construction of dwellings in the Farming Zones, the onus would fall on individual Council officers to determine whether land is considered to be dry or irrigated. Removing the delineation between dry and irrigated land, as indicated in the above table, would eliminate the uncertainty for both Council officers and land owners. Please see attached (*Attachment 2 – Copy of G-MW letter*) a letter from Goulburn-Murray Water supporting this recommendation.

The lot sizes outlined in this option provide a reasonable compromise between the other lot sizes considered throughout the preparation of the Strategy and this amendment. The current (interim) minimum lot sizes are 100ha (Intensive) and 250ha (Broadacre) for both subdivisions and 'as of right' dwellings. Minimum lot sized exhibited for this amendment ranged from 40ha to 100ha (Irrigated) and 40ha to 250ha (Dryland). Following exhibition, the minimum lot sizes for both 'as of right' dwellings and subdivision in all zones was reduced to 40ha as the result of Council resolution.

The Panel Report (page 41) noted a lack of strategic justification for the 40ha minimum lot sizes in the both RRLUS and associated documentation, and not support this change. It was also noted in the Panel Report (page 41) that the 40ha minimum was inconsistent with the position of both Moira Shire and the Shire of Campaspe. This outcome contradicts the intent of the Strategy to provide a consistent approach across the wider region. The lot sizes outlined in the above table are close to the adopted Council position at Panel and are significantly less than the current interim controls. This effectively provides a compromise without undermining the intent of the RRLUS, and provides certainty for agricultural land across the region.

A significant amount of strategic work has been undertaken to ensure that the RRLUS is comprehensive and complete. Council officers do not agree with the recommendation of the Panel that more strategic work is required as part of the amendment and this recommendation should not be supported by the Council.

## 6. MANAGEMENT REPORTS

### 6.11 Amendment C121 – Consideration of Panel Report and Adoption of Amendment (Continued)

The Panel Report (page 112) also recommends linking minimum lot sizes for subdivisions and ‘as of right’ dwellings to permanent water entitlements as a basis for decision making. This recommendation cannot be implemented as water entitlements can be held unassociated with land, as outlined in the letter received from G-MW (see *Attachment 2 – Copy of G-MW letter*).

Interpret

The remaining recommendations regarding other aspects of the RRLUS to be incorporated into the Planning Scheme, including text changes in the Local Planning Policy, are supported (see *Attachment 4 – Draft revised MSS documentation and Schedule to the Farming Zone*).

#### Option 3 – Adopt the amendment, without changes to minimum lot sizes outlined in the Panel Report:

In some instances, the Council may disagree with the changes outlined in the Panel Report and decide to adopt the amendment without changes. In this case, the amendment would be adopted with the provisions regarding minimum lot sizes for subdivisions and ‘as of right’ dwellings agreed upon following the Council resolution prior to the Panel hearing in July 2011. In this case, Council officers suggest that the recommendations regarding minimum lot sizes for subdivisions and ‘as of right’ dwellings are adopted as follows:

	<b>Minimum lot size for subdivision</b>	<b>Minimum lot size for ‘as of right’ dwellings</b>
<b>FZ1 Growth</b>	40ha	40ha
<b>FZ2 Consolidation</b>	40ha	40ha
<b>FZ3 Niche</b>	40ha	40ha

These minimum lot sizes do not delineate between dry and irrigated land, which is an appropriate approach, however are not supported by Council officers as there is little strategic justification to support these sizes. The Independent Planning Panel stated in the Panel Report that a 40ha minimum lot size across all three proposed Farming Zones lacked strategic justification. In the Panel Report (page 41), it was recommended that a consistent regional approach be taken with regard to minimum lot sizes as was an original intent of the Strategy, the 40ha minimum lot sizes contradict this approach. The Panel Report (page 95) expressed no support for these 40ha minimum lot sizes and it is therefore unlikely that the Minister for Planning would approve these provisions.

A significant amount of strategic work has been undertaken to ensure that the RRLUS is comprehensive and complete. Council officers do not agree with the recommendations of the Panel that more strategic work is required as part of the amendment, and this recommendation should not be supported by the Council.

The Panel Report (page 112) also recommends linking minimum lot sizes for subdivisions and ‘as of right’ dwellings to permanent water entitlements as a basis for decision making. This recommendation cannot be implemented as water entitlements can be held unassociated with land, as outlined in the letter received from G-MW (see *Attachment 2 – Copy of G-MW letter*).

## 6. MANAGEMENT REPORTS

### **6.11 Amendment C121 – Consideration of Panel Report and Adoption of Amendment (Continued)**

The remaining recommendations regarding other aspects of the RRLUS to be incorporated into the Planning Scheme, including text changes in the Local Planning Policy, are supported (see *Attachment 4 – Draft revised MSS documentation and Schedule to the Farming Zone*).

#### Option 4 – Abandon the amendment:

Although it is possible to abandon the amendment, such an approach is not recommended by Council officers. This course of action would not only result in poor planning outcomes and an insecure future for agricultural land in the region, but may be deemed to be a significant waste of Council finances and resources. The assessment of the proposed amendment has taken a significant length of time. The RRLUS was adopted by the Council in November 2010 and Amendment C121 proposes to implement the findings of this Strategy. Abandoning this amendment following the consideration of the recommendations in the Panel Report may be publically perceived as being unduly influenced by local political pressures.

#### **Assessment under the Planning and Environment Act 1987**

Under Section 12(1)(a) and (b) of the *Planning and Environment Act 1987*, the Council, as the planning authority, must implement the objectives of planning in Victoria and provide sound, strategic and coordinated planning of the use and development of land in its region.

All Amendment C121 procedures comply with legislative requirements for amendment preparation, exhibition, submission consideration, panel stage and adoption in accordance with the *Planning and Environment Act 1987*.

Under Section 29 of the *Act*, the planning authority must consider the Independent Planning Panel's Report before deciding whether to adopt the amendment with or without changes.

A planning authority adopts or abandons an amendment under Sections 28 and 29 of the *Act*, with or without changes.

#### **Risk management**

In accordance with Section 27 of the *Planning and Environment Act 1987*, the Council is required to consider the Independent Planning Panel's report before deciding whether or not to adopt the amendment. The Council is not required to adopt the recommendations of the Panel under the Act. As the Panel is appointed by the Minister for Planning, and is required to make recommendations based on net community benefit in the interests of all Victorians, it is possible that not accepting the Panel's recommendations could result in the amendment not receiving approval from the Minister for Planning, resulting in significant financial and resource costs for the Council.

#### **Policy Implications**

There are no conflicts with existing Council policy.

## 6. MANAGEMENT REPORTS

### 6.11 Amendment C121 – Consideration of Panel Report and Adoption of Amendment (Continued)

#### **Financial implications**

In association with Campaspe and Moira Shire Councils, the Greater Shepparton City Council has financed the preparation and exhibition of the RRLUS and the associated

amendment, including the costs associated with the Independent Planning Panel. These costs have been shared between the three Councils involved.

The *Planning and Environment (Fees) Regulations 2000* sets the statutory fees for the preparation, exhibition and adoption of planning scheme amendments.

The total costs of the Panel process amount to approximately \$118,000 – this amount was shared between the three Councils implementing the Strategy. Although the upfront costs of the Strategy and associated amendment are considerable, Amendment C121 seeks to secure and promote the future of agriculture across the region, resulting in positive financial directions for the municipality.

It is relevant to note that no budget has been requested for the implementation of the RRLUS for the 2012/13 financial year. Costs are unknown at this stage and will be established at a later date. The long term recommendations outlined in the Panel Report will result in significant financial and resource costs to the Council. No budget has been allocated to undertake this additional work resulting from the Panel recommendations.

#### **Victorian Charter of Human Rights and Responsibilities Act 2006 Implications**

This Planning Scheme Amendment has been assessed in accordance with the requirements of the *Planning and Environment Act 1987* and the Greater Shepparton Planning Scheme. The assessment is considered to accord with the *Victorian Charter of Human Rights and Responsibilities Act 2006*. No human rights were negatively impacted upon through the amendment process, including during the exhibition, consideration of submissions and panel hearing stages. The rights of all individuals and groups with regard to Freedom of Expression, Right to be Heard, Entitlement to Participate in Public Life and Property Rights were upheld.

#### **Legal Statutory Implications**

All procedures associated with Amendment C121 comply with legislative requirements for amendment preparation, exhibition, submission consideration, panel stage and adoption under the *Planning and Environment Act 1987*. The amendment is:

- Consistent with the Ministerial Direction on the Form and Content of Planning Schemes under Section 7(5) of the Act;
- Complies with Minister's Direction No 11, *Strategic Assessment of Amendments* and accompanying practice note, *Strategic Assessment Guidelines – revised August 2004*.

Under the provisions of Section 27 of the *Planning and Environment Act 1987*, the Council must consider the Independent Planning Panel's Report before deciding whether or not to adopt the amendment.

#### **Consultation**

Extensive community consultation and exhibition has been undertaken for both the RRLUS and Amendment C121. The amendment was placed on exhibition from



## 6. MANAGEMENT REPORTS

### 6.11 Amendment C121 – Consideration of Panel Report and Adoption of Amendment (Continued)

12 February 2011 until 14 April 2011. Notices appeared in the Government Gazette, Shepparton News and Tatura Guardian.

Notice was posted to individual land owners as well as to relevant referral authorities and Prescribed Ministers during the exhibition of the amendment. Community Information Sessions were held at three locations – Katandra, Shepparton & Tatura – to give landowners an opportunity to discuss the amendment with Council Officers. The Panel Report notes that the statutory requirements associated with the Amendment exhibition process were satisfied and exceeded.

#### **Strategic links**

##### a) Greater Shepparton 2030 – Strategy Plan:

Direction 4: Economic Development – *“Promote economic growth, business development and diversification, with a focus on strengthening the agricultural industry.”*

##### b) Council Plan:

Strategic Objective 4 – Economic Development

*“Objective 20: Develop and pursue strategies to protect and enhance our irrigation based agricultural economy.*

*A significant decrease in the availability and security of water and a decrease in the number of younger people taking over the family orchard or farm are driving change in our region’s agricultural landscape. Despite these pressures, strategies must be developed to ensure that the Goulburn Valley retains its position as a significant dairying, fruit growing and food processing region.*

*Such strategies are important to our community, as our economy and liveability are integrated with and dependent upon the continuation of efficient irrigated agriculture. Water reform offers the potential for new areas to be opened up for intensive production and provides an opportunity for expansion in the region’s level of agricultural production. For this reason, we support the modernisation of the region’s irrigation infrastructure, in order to increase water security and encourage new investment and the expansion of existing industries.*

*To increase opportunities, promote security of investment, provide greater flexibility and reduce impediments to investment and potential conflicts, we have been working with the shires of Campaspe and Moira to develop and adopt a more uniform strategy for rural and regional land use across the three municipalities. Once adopted, this strategy will provide greater certainty to existing landholders and new investors.*

*In the next four years:*

- *Finalise and adopt a Regional and Rural Land Use Strategy*
- *Work with ‘Foodbowl Unlimited’ to promote further agricultural development, growth & investment*
- *Work with the Irrigation Technologies*
- *Cluster and industry to promote on-farm efficiencies through irrigation technologies*
- *Continue to engage the other levels of government in relation to water reform, to ensure that the long term interests of the Goulburn Valley are protected and enhanced”*

## 6. MANAGEMENT REPORTS

### **6.11 Amendment C121 – Consideration of Panel Report and Adoption of Amendment (Continued)**

#### c) Other strategic links

No other strategic links have been identified.

#### **Attachments**

1. Tables of Recommendations
2. Copy of G-MW letter
3. Lot size and dwelling analysis
4. Draft revised MSS documentation and Schedule to the Farming Zone

## MANAGEMENT REPORTS

### 6.12 Community Matching Grants 2011/12

#### **Disclosures of conflicts of interest in relation to advice provided in this report**

The following Council officers and contractors have provided advice in relation to this report and have disclosed a conflict of interest regarding the matter under consideration:

- **Officers:** Council's Grants Officer, is a Board member of Uniting Care Cutting Edge and did not participate in any discussion relating to or the decision regarding allocation of funding to the application made by Strings of Harmony, which is a project in partnership with UnitingCare Cutting Edge.

#### **Summary**

The Community Matching Grants Scheme is an initiative funded through the Community Plan Implementation budget. The total amount of funding made available in the 2011/12 financial year was \$50,000. 32 applications were received to the scheme, and 16 projects were recommended for funding by a review panel. Council is asked to review and approve these recommendations for funding.

**Cr Muto left the room at 2.06pm**

**Moved by Cr Dobson  
Seconded by Cr Ryan**

That the Council approve the recommendations made by the Grant Review Panel regarding funding from the 2011/12 Community Matching Grants Budget.

**CARRIED**

**Cr Muto returned to the room at 2.08pm**

**Cr Dobson called a division.  
Those voting in favour of the motion: Cr Crawford, Cr Dobson, Cr Ryan, Cr Hazelman, Cr Houlihan, Cr Muto and Cr Polan.**

#### **Background**

The Community Matching Grant scheme is designed to support projects originating from the Greater Shepparton Community which:

- Build new social connections and partnerships within communities, or reinforce those that already exist
- Allow participation in a community activity, at all stages of the project from planning to completion
- Enable community members to acquire or develop a new skill
- Create, renew or revitalise places and spaces within the community

Each project is required to provide part of the total project cost, either through a cash or in-kind contribution. The scheme wishes to be as flexible as possible regarding matching funding so there are no concrete rules about the size of the matching contribution. As a guide, however it is anticipated that the group applying will contribute around half of the total project cost, with no more than half of the applicant's contribution being in-kind. The ability to provide financial and in-kind support to a project by the applicants is taken into

## MANAGEMENT REPORTS

### **6.12 Community Matching Grants 2011/12 (Continued)**

account during the review process to ensure a fair distribution of grant funds. The application form, which contains more information on the scheme is attached.

Applications in the present round opened on March 26, and closed on April 23. 32 applications were received and considered at a meeting of the Grant Review Panel on May 10th.

A cross department interim assessment team has been developed to improve the assessment of applications.

The panel recommended 17 applications should receive funding. These were reviewed at the May 21 Meeting of the Council Executive team. The recommendation of the panel was overruled for one project, where a greater amount of funding had been allocated to the project from a different Council area. As such, 16 applications were endorsed by the Executive for approval of funding by the Council.

The following applications are recommended for funding under this round of the Community Matching Grants:

<b>Organisation</b>	<b>Project</b>	<b>Allocation</b>
Murchison Pre-school Incorporated	Secret Garden Project	\$2,500
Goulburn Valley Jumping Club	Tatura Indoor Show Jumping Classic Project	\$2,500
Goulburn Valley Congolese Association	Congolese Independence Day Celebration	\$800
Goulburn Valley South Sudanese Community Association Inc	Celebration of Independence Day	\$800
Congupna/Tallygaroopna LandCare Group	Repairing Pony Paddock Project	\$1,770
Congupna Social Tennis Club Group	Tennis Court Upgrade	\$2,500
Tallygaroopna Golf Club	Clubhouse Repairs	\$2,500
Mooroopna Education & Activity Centre	Labyrinth Project	\$970
Shepparton Camera Club	Art Program	\$2,500
Lions Club of Dookie (Auspice)	Rail Trail Picnic Shelter	\$2,500
Murchison Neighbourhood House	Safety Glass for playgroup	\$805
Gowrie Street Primary School	Upgrade to courts and signage	\$2,500
Strings of Harmony	Puppet Show	\$2,500
Caniambo CWA & Sheep Pen Creek LandCare	Celebration Dinner 'Year of the Farmer'	\$1,210
Lions Club of Dookie	Playground Equipment	\$2,500
Shepp Sounds	Shepp Sounds 2012	\$2,500

### **Risk Management**

Potential exists for the unexpected to occur when projects are being carried out by community groups, such as projects taking longer to complete than anticipated, or costing more than budgeted for. All grantees will be required to consult fully with Council representatives prior to, and during their projects to identify any potential adverse

## MANAGEMENT REPORTS

### **6.12 Community Matching Grants 2011/12 (Continued)**

consequences, and to devise a strategy to minimise any risks. Applicants have been asked to confirm that they have necessary public liability insurances for projects where activities are being undertaken by the Grantees themselves. This will be confirmed prior to release of any funds.

#### **Policy Implications**

The Matching Grants scheme is consistent with Council's Policy on Community Plans, Policy on Community Engagement, and policy on Community Plan Implementation and is informed by Council's Community Engagement Strategy and Toolkit and the Greater Shepparton Community Development Framework.

#### **Best Value Implications**

Best value principles have been taken into account.

#### **Financial Implications**

Expenditure on this project comes from the Community Plan Implementation Budget, and is fully funded in the 2011/12 financial year. Total expenditure is \$31,355.

#### **Victorian Charter of Human Rights and Responsibilities Act 2006 Implications**

This proposal does not limit any of the human rights provided for under the Victorian *Charter of Human Rights and Responsibilities Act 2006*

#### **Legal/Statutory Implications**

No conflicts have been identified with the Local Government Act or other relevant legislation identified

#### **Consultation**

The scheme was advertised in the media leading up to its opening date, and two information sessions were held in Mooroopna, and one session in Congupna in May 2012, prior to the application closing date. Many organisations chose to discuss their proposal over the telephone, or by meeting with the Grants Officer in person, prior to submitting their application.

Officers believe that appropriate consultation has occurred and the matter is now ready for Council consideration.

#### **Strategic Links**

##### **a) Draft Greater Shepparton 2030 Strategy**

No strategic links were identified

##### **b) Council Plan**

31 – Engage our community when making decisions

*Adequately support and resource community engagement activities*

##### **C) Other strategic links**

Community Development Framework 2010

Strategic Focus area 1: People

*Establish a Matching Grants program to support community and neighbourhood initiatives*

#### **Attachment**

Matching Grants Application Form

## 6. MANAGEMENT REPORTS

### FROM THE ORGANISATIONAL PERFORMANCE BRANCH

#### 6.13 2011/2012 Budget Key Strategic Activities

##### **Disclosures of conflicts of interest in relation to advice provided in this report**

No Council officers or contractors who have provided advice in relation to this report have declared a conflict of interest regarding the matter under consideration.

##### **Summary**

The *Local Government Act 1989* (the Act) requires the Council to separately identify in its budget the Key Strategic Activities (KSA) to be undertaken during the financial year, along with performance targets and measures in relation to each KSA.

This report provides information for councillors and ratepayers on the status of each of these KSAs.

**Moved by Cr Dobson**  
**Seconded by Cr Houlihan**

That the Council note the status of the Key Strategic Activities which were included in the 2011/2012 Council budget.

**CARRIED**

##### **Background**

The 2011/2012 Council budget separately identified eleven KSA across the six strategic objectives outlined in the Council Plan 2009-2013. These KSA, the targets and measures set for them and their status as the Council approaches the end of the 2011/2012 financial year are contained in the attached table.

Council has successfully achieved the majority of its KSA targets, with the following exceptions:

1. Implement recommendations from the Housing Strategy (awaiting Ministerial approval)
2. Adopt an Environment and Sustainability Strategy (changed scope and resourcing issues)
3. Complete detailed design for Stage 2 of GV Link (contractual issues)

All KSAs which were not able to be completed in the 2011/2012 financial year will continue to be progressed in 2012/2013.

##### **Risk Management**

No risks were identified in relation to this report. While the Council does not have a statutory obligation to report performance against KSA to a Council meeting, it is considered best practice to do so.

##### **Policy Implications**

There are no known conflicts with any Council policy.

##### **Best Value Implications**

There are no Best Value implication to this report.

## 6. MANAGEMENT REPORTS

### **6.13 2011/2012 Budget Key Strategic Activities (Continued)**

#### **Financial Implications**

The KSAs included in the 2011/2012 Council budget were all funded within that budget.

#### **Victorian Charter of Human Rights and Responsibilities Act 2006 Implications**

This proposes does not restrict any of the human rights provided for under the Victorian *Charter of Human Rights and Responsibilities Act 2006*.

#### **Legal/Statutory Implications**

There are no known legislative implications.

#### **Consultation**

The 2011/2012 Council budget, which includes the KSAs was subject to extensive public consultation prior to its adoption on June 2011. Council Officers responsible for each of the identified KSA were consulted in the preparation of this report.

Officers believe that appropriate consultation has occurred and the matter is now ready for Council consideration.

#### **Strategic Links**

##### a) Greater Shepparton 2030 Strategy

No strategic links were identified

##### b) Council Plan

The KSAs link directly to the following strategies in the Council Plan:

Strategic Objective: Settlement and Housing

Objective 1 and Objective 3

Strategic Objective: Community Life

Objective 6 and Objective 7

Strategic Objective: Environment

Objective 17 and Objective 19

Strategic Objective: Economic Development

Objective 21

Strategic Objective: Infrastructure

Objective 27

Strategic Objective: Council Organisation and Management

Objective 30

##### c) Other strategic links

No other strategic links have been identified.

#### **Attachment**

2011/2012 Budget Key Strategic Activities

## 6. MANAGEMENT REPORTS

### 6.14 Congupna Recreation Reserve & Community Centre Committee of Management

#### **Disclosures of conflicts of interest in relation to advice provided in this report**

No Council officers or contractors who have provided advice in relation to this report have declared a conflict of interest regarding the matter under consideration.

#### **Summary**

At the Ordinary Council Meeting held on 15 June 2010, thirteen members were appointed to the Congupna Recreation Reserve & Community Centre Committee of Management for a two year term. The appointment of these members has now expired and it is necessary to fill the vacant positions on the committee.

An advertisement calling for applications for membership of the Congupna Recreation Reserve & Community Centre Committee of Management was placed in the Shepparton News on Friday 30 March 2012 and Thursday 5 April 2012. Letters were sent to the thirteen committee members whose membership was due to expire, encouraging them to reapply.

Seven nomination forms were received to form the Congupna Recreation Reserve & Community Centre Committee of Management.

#### **Moved by Cr Ryan Seconded by Cr Houlihan**

That the Council, having considered the nominations received for appointment to the Congupna Recreation Reserve & Community Centre Committee of Management, appoint the following members for a term of two years:

Carolyn ALLEN  
Stephen ALLEN  
Chris DRUM  
Heath DRUM  
Helen JACKSON  
Geoff JACOBSON  
Karyn WOODS.

**CARRIED**

#### **Background**

At the Ordinary Council Meeting held on 15 June 2010, thirteen members were appointed to the Congupna Recreation Reserve & Community Centre Committee of Management for a two year term. The appointment of these members are about to expire and it is now necessary to fill the vacant positions on the committee.

#### **Risk Management**

The appointment of replacement members through formal resolution of the Council reduces governance risks associated with the delegation of council powers to a committee by ensuring that all members appointed to a committee are covered by the Council's public liability insurance.

#### **Policy Implications**

There are no conflicts with existing Council policies.



## 6. MANAGEMENT REPORTS

### **6.14 Congupna Recreation Reserve & Community Centre Committee of Management (Continued)**

#### **Best Value Implications**

The Best Value principles have been taken into account and the proposal is consistent with them.

#### **Financial Implications**

There are no financial implications associated with this proposal.

#### **Victorian Charter of Human Rights and Responsibilities Act 2006 Implications**

The proposal does not limit any of the human rights embodied in the Victorian *Charter of Human Rights and Responsibilities Act 2006*.

#### **Legal/Statutory Implications**

The proposal conforms with all relevant legislation.

#### **Consultation**

Letters were sent to all members of the committee whose membership was due to expire, encouraging them to reapply.

#### **Strategic Links**

##### **a) Greater Shepparton 2030 Strategy**

There are no direct links to the Greater Shepparton 2030 Strategy.

##### **b) Council Plan**

This proposal supports strategic objective 12 – to develop and promote local community sporting facilities.

##### **c) Other strategic links**

No other strategic links have been identified.

#### **Attachments**

Nil.

## 6. MANAGEMENT REPORTS

### 6.15 Caniambo Hall Committee of Management

#### **Disclosures of conflicts of interest in relation to advice provided in this report**

No Council officers or contractors who have provided advice in relation to this report have declared a conflict of interest regarding the matter under consideration.

#### **Summary**

At the Ordinary Council Meeting held on 15 June 2010, ten members were appointed to Caniambo Hall for a two year term. The appointment of these members has now expired and it is necessary to fill the vacant positions on the committee.

An advertisement calling for applications for membership of the Caniambo Hall was placed in the Shepparton News on Friday 30 March 2012 and Thursday 5 April 2012. Letters were sent to the ten committee members whose membership was due to expire, encouraging them to reapply.

Ten nomination forms were received to form the Caniambo Hall Committee of Management.

#### **Moved by Cr Houlihan Seconded by Cr Hazelman**

That the Council, having considered the nominations received for appointment to the Caniambo Hall Committee of Management, appoint the following members for a term of two years:

Lionel GIBBS  
Wesley GIBBS  
Shirley KEAT  
Ronald KEAT  
Douglas MASON  
Colin MASON  
Raelene MASON  
Jeff WALL  
Ivan FREDERICK  
Richard WALL

**CARRIED**

#### **Background**

At the Ordinary Council Meeting held on 15 June 2010, ten members were appointed to the Caniambo Hall for a two year term. The appointment of these members are about to expire and it is now necessary to fill vacant positions on the committee.

#### **Risk Management**

The appointment of replacement members through formal resolution of the Council reduces governance risks associated with the delegation of council powers to a committee by ensuring that all members appointed to a committee are covered by the Council's public liability insurance.

#### **Policy Implications**

There are no conflicts with existing Council policies.

## 6. MANAGEMENT REPORTS

### **6.15 Caniambo Hall Committee of Management (Continued)**

#### **Best Value Implications**

The Best Value principles have been taken into account and the proposal is consistent with them.

#### **Financial Implications**

There are no financial implications associated with this proposal.

#### **Victorian Charter of Human Rights and Responsibilities Act 2006 Implications**

The proposal does not limit any of the human rights embodied in the Victorian *Charter of Human Rights and Responsibilities Act 2006*.

#### **Legal/Statutory Implications**

The proposal conforms with all relevant legislation.

#### **Consultation**

Letters were sent to all members of the committee whose membership was due to expire, encouraging them to reapply.

#### **Strategic Links**

##### **a) Greater Shepparton 2030 Strategy**

There are no direct links to the Greater Shepparton 2030 Strategy.

##### **b) Council Plan**

This proposal supports strategic objective 12 – to develop and promote local community sporting facilities.

##### **c) Other strategic links**

No other strategic links have been identified.

#### **Attachments**

Nil.

## 6. MANAGEMENT REPORTS

### 6.16 Murchison Community Centre Committee of Management

#### **Disclosures of conflicts of interest in relation to advice provided in this report**

No Council officers or contractors who have provided advice in relation to this report have a conflict of interest in relation to the matter under consideration.

#### **Summary**

At the Ordinary Council Meeting held on 15 June 2010, seven members were appointed to the Murchison Community Centre Committee of Management for a two year term. The appointment of these members has expired and it is necessary to appoint a new committee.

An advertisement calling for applications for membership of the Murchison Community Centre Committee of Management, comprising between five and 11 members was placed in the Shepparton News on Friday 30 March and Thursday 5 April 2012. Letters were sent to the seven committee members whose membership is due to expire, encouraging them to reapply.

#### **Moved by Cr Dobson**

#### **Seconded by Cr Houlihan**

That the Council having considered the nominations received for appointment to the Murchison Community Centre Committee of Management, appoint the following five members for a term of two years:

Bruce BRISBANE  
Tino CATANIA  
Ian MACULAY  
Martyn MORRIS  
Fiona NEWTON.

**CARRIED**

#### **Background**

At the Ordinary Council Meeting held on 15 June 2010, seven members were appointed to the Murchison Community Centre Committee of Management for a two year term. The appointment of these seven members has to expired and it is necessary to appoint a new committee.

#### **Risk Management**

The appointment of replacement members through formal resolution of the Council reduces governance risks associated with the delegation of Council powers to a committee by ensuring that all members appointed to a committee are covered by the Council's public liability insurance.

#### **Policy Implications**

There are no conflicts with Council Policy.

#### **Best Value Implications**

The Best Value principles have been taken into account and the proposal is consistent with them.

#### **Financial Implications**

There are no financial implications associated with this proposal.

## 6. MANAGEMENT REPORTS

### **6.16 Murchison Community Centre Committee of Management (Continued)**

#### **Charter of Human Rights and Responsibilities Implications**

The proposal does not limit any of the human rights embodied in the Victorian *Charter of Human Rights and Responsibilities Act 2006*.

#### **Legal/Statutory Implications**

The proposal conforms with all relevant legislation.

#### **Consultation**

Letters were sent to all members of the committee whose membership was due to expire, encouraging them to reapply. Public notices were placed in the Shepparton News on Friday 30 March and Thursday 5 April 2012 calling for applications from interested community members. Flyers were also placed at the local general store.

Officers believe that appropriate consultation has been undertaken and the matter is now ready for Council consideration.

#### **Strategic Links**

##### a) Greater Shepparton 2030 Strategy

There are no direct links to the Greater Shepparton 2030 Strategy.

##### b) Council Plan

This proposal supports strategic objective 12 – to develop and promote local community sporting facilities.

##### c) Other strategic links

No other strategic links have been identified.

#### **Attachments**

Nil.

## 6. MANAGEMENT REPORTS

### 6.17 Dhurringile Recreation Reserve and Community Centre Committee of Management

#### **Disclosures of conflicts of interest in relation to advice provided in this report**

No Council officers or contractors who have provided advice in relation to this report have declared a conflict of interest regarding the matter under consideration.

#### **Summary**

At the Ordinary Council Meeting held on 18 May 2010, eight members were appointed to the Dhurringile Recreation Reserve and Community Centre Committee of Management for a two year term. The appointment of these members has now expired and it is necessary to fill the vacant positions on the committee.

An advertisement calling for applications for membership of the Dhurringile Recreation Reserve and Community Centre Committee of Management was placed in the Shepparton News on Friday 30 March 2012 and Thursday 5 April 2012. Letters were sent to the eight committee members whose membership was due to expire, encouraging them to reapply.

Eight nomination forms were received to form the Dhurringile Recreation Reserve and Community Centre Committee of Management.

#### **Moved by Cr Ryan Seconded by Cr Crawford**

That the Council, having considered the nominations received for appointment to the Dhurringile Recreation Reserve and Community Centre Committee of Management, appoint the following seven members for a term of two years:

Tony McCARTHY  
Keith SMITH  
Evelyn SMITH  
Martin BAUMBER  
Jennifer BANNISTER  
Mark BRISBANE  
Frank NIGLIA  
Stephen CHESSELLS

**CARRIED**

#### **Background**

At the Ordinary Council Meeting held on 18 May 2010, eight members were appointed to the Dhurringile Recreation Reserve and Community Centre Committee of Management for a two year term. The appointment of these members has now expired and it is necessary to fill the vacant positions on the committee.

#### **Risk Management**

The appointment of replacement members through formal resolution of the Council reduces governance risks associated with the delegation of council powers to a committee by ensuring that all members appointed to a committee are covered by the Council's public liability insurance.

#### **Policy Implications**

There are no conflicts with existing Council policies.

## 6. MANAGEMENT REPORTS

### 6.17 Dhurringile Recreation Reserve and Community Centre Committee of Management (Continued)

#### **Best Value Implications**

There are no best value implications associated with this proposal.

#### **Financial Implications**

There are no financial implications associated with this proposal.

#### **Victorian Charter of Human Rights and Responsibilities Act 2006 Implications**

The proposal does not limit any of the human rights embodied in the Victorian *Charter of Human Rights and Responsibilities Act 2006*.

#### **Legal/Statutory Implications**

The proposal conforms with all relevant legislation.

#### **Consultation**

Letters were sent to all members of the committee whose membership was due to expire, encouraging them to reapply. Public notices were placed in the Shepparton News on Friday 30 March and Thursday 5 April 2012 calling for applications from interested community members.

Officers believe that appropriate consultation has been undertaken and the matter is now ready for Council consideration.

#### **Strategic Links**

##### a) Greater Shepparton 2030 Strategy

There are no direct links to the Greater Shepparton 2030 Strategy.

##### b) Council Plan

This proposal supports strategic objective 12 – to develop and promote local community sporting facilities.

##### c) Other strategic links

No other strategic links have been identified.

#### **Attachments**

Nil.

## 6. MANAGEMENT REPORTS

### **6.18 2012 Auspoll Community Satisfaction Measurement Survey Results**

#### **Disclosures of conflicts of interest in relation to advice provided in this report**

No Council officers or contractors who have provided advice in relation to this report have declared a conflict of interest regarding the matter under consideration.

#### **Summary**

In April 2012 Greater Shepparton City Council conducted its third Auspoll Survey since 2009. The report benchmarks key result areas against local government across Victoria and against Councils 2010 results. 360 residents choose to participate in the survey which represents a 95% confidence in the statistical validity of the results. Councils overall performance has declined by 6.6% since 2010 in the view of the community.

#### **Moved by Cr Dobson Seconded by Cr Crawford**

That the Council receive and note the report.

#### **Amendment moved by Cr Muto**

That the Council receive, note and act on the report.

**THE MOTION LAPSED FOR WANT OF A SECONDER**

**The original motion was put and carried.**

#### **Background**

The Auspoll Community Satisfaction Measurement Survey offers Council a powerful means of monitoring its performance. This year this has been particularly important as the DCPD Community Satisfaction Survey has been revamped and delayed in its implementation.

Overall the City of Greater Shepparton community's satisfaction with our services has declined from a 61 point satisfaction rating to 57 since 2010<sup>i</sup>. This is a decline of 6.6 per cent.

Of specific concern is the significant decline in corporate image (declining by 10 points). The overall corporate service score has declined since 2010, shifting from 61 to 55 meaning it remains lower than the rural Victorian average score of 63<sup>ii</sup>.

The service areas where council is performing strongly in terms of achieving high satisfaction levels included:

- Cultural and Community Services
- Waste Management
- Home Care Services
- Sporting Services

The service areas that presented particularly low satisfaction levels and require the most urgent attention included:

- Engineering Services
- Traffic Services
- Planning and Building
- Economic Development
- Information Services



**6. MANAGEMENT REPORTS**

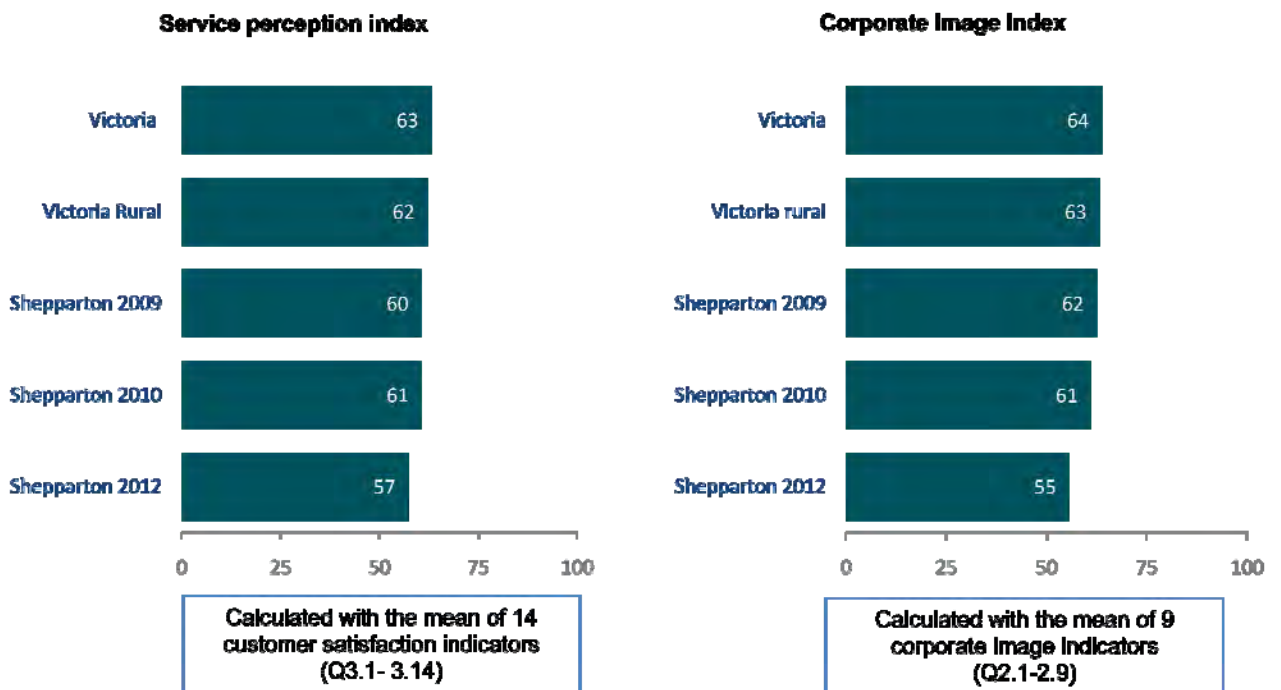
**6.18 2012 Auspoll Community Satisfaction Measurement Survey Results (Continued)**

Table A

**Auspoll Survey Results 2009 – 2012**

	2009	2010	2012	Change
Overall Performance	61	61	57	-6.6%
Information Services	55	54	49	-9.3%
Home care	71	69	66	-4.3%
Cultural Services	73	74	73	-1.4%
	2009	2010	2012	Change
Children and Family	65	62	56	-9.7%
Public Health	61	57	59	3.5%
Sporting Services	64	68	65	-4.4%
Public open spaces	57	61	62	1.6%
	2009	2010	2012	Change
Traffic Services	56	58	52	-10.3%
Waste Management	66	69	66	-4.3%
Amenity	63	61	59	-3.3%
Economic Development	61	60	51	-15.0%
Building and planning	53	55	52	-5.5%
Engineering services	48	43	37	-14.0%
Conservation	53	57	56	-1.8%

Table B



## 6. MANAGEMENT REPORTS

### **6.18 2012 Auspoll Community Satisfaction Measurement Survey Results (Continued)**

#### **Risk Management**

This report would not be a risk in itself. Benchmarking and measuring the satisfaction levels of the community ensures that areas for improvement are identified and addressed early, prior to becoming a risk.

#### **Policy Implications**

Policy may be impacted and informed by the perception and views expressed by the Community. The survey provides us with a measurement of how our performance is perceived and offers Council the opportunity to affect change.

#### **Best Value Implications**

The best value principles in the Local Government Act 1989 will need to be considered when plans to address areas of concern are being developed.

#### **Financial Implications**

The Auspoll Community Satisfaction Research Survey was budgeted for in the 2011/12 financial year at a cost of \$26,000.

#### **Victorian Charter of Human Rights and Responsibilities Act 2006 Implications**

The proposal does not limit any of the human rights embodied in the Victorian *Charter of Human Rights and Responsibilities Act 2006*.

#### **Legal/Statutory Implications**

The proposal conforms with all relevant legislation.

#### **Consultation**

2600 residents were randomly invited to participate in the survey, with 360 providing a response and opting to participate. The demographic spread was balanced between age, gender and locality.

#### **Strategic Links**

##### **a) Greater Shepparton 2030 Strategy**

Whilst there are no direct linkage to the 2030 Strategy, understanding Councils current performance allows for adjustments to be made to ensure that we are striving towards the strategy's defined in the 2030 document.

##### **b) Council Plan**

Greater Shepparton Council Plan and Strategic Resource Plan 2009-2013. Greater Shepparton City Council will deliver best practice, management, governance, administrative and financial systems that support the delivery of Council programs to the community of Greater Shepparton.

Understanding our community's perception of Councils performance links directly to the Council plan, in particular to item 31 and 33. Both of which are centred on understanding and engaging with the community.

##### **c) Other strategic links**

The facilitation of the Auspoll Community Satisfaction Survey is an action that defined in the People Culture and Development branch plan.

#### **Attachment**

Community Satisfaction Survey Auspoll 2012

## **7. TABLED MOTIONS**

Nil.

## **8. REPORTS FROM COUNCIL DELEGATES TO OTHER BODIES**

Nil.

## **9. REPORTS FROM SPECIAL COMMITTEES AND ADVISORY COMMITTEES**

Nil.

## **10. NOTICES OF MOTION, AMENDMENT OR RESCISSION**

Nil.

## **11. DOCUMENTS FOR SIGNING AND SEALING**

Nil.

## **12. COUNCILLOR ACTIVITIES**

### **12.1 Councillors' Community Interaction and Briefing Program**

From 23 March to 29 May, some or all of the Councillors have been involved in the following activities:

- RiverConnect Festival - Victoria Park Lake – Riverside
- Goulburn Valley Tree Group Annual Dinner
- Community Floods BBQ - Katandra West
- Councillor Briefing and SDS – Tuesday 1 May
- Community consultation session - North Shepparton entrance works
- Women's Wonderland Pampering Day
- Sam Jinks Exhibition Media Preview
- Goulburn Valley North Eastern Region Strategic Issues - Mansfield
- Community Floods BBQ - Tallygaroopna
- Sam Jinks Opening of Exhibition
- Dinner with Fairley Foundation
- Shepparton Brass Band
- Meeting regarding Sister City/Staff Exchange program with Toyake City
- Meeting - Volunteer Awards
- CEO Summit | Philanthropy
- Legacy - Annual Luncheon – Shepparton RSL
- Councillor Briefing and SDS – Tuesday 8 May
- Modules 1&2 - Company Directors Course - Australian Institute of Company Directors, Melbourne
- Interview with Ash Gardner - Weeknights - Regional Living Expo follow up
- Meeting with Shepparton Chamber of Commerce
- Yorta Yorta Nation Aboriginal Corporation - MOU Meeting
- Mothers Day event Meeting
- Older Person's Advisory Committee meeting
- Heritage Advisory Committee meeting
- Disability Advisory Committee meeting
- Councillor Briefing and SDS – Tuesday 15 May
- Ordinary Council meeting – Tuesday 15 May
- Mayor & Councillors gathering
- Tatura Park Advisory Group Meeting

## 12. COUNCILLOR ACTIVITIES

### 12.1 Councillors' Community Interaction and Briefing Program (Continued)

- Volunteer Awards Day and presentation
- Shepparton Art Museum Advisory Committee Meeting
- Shepparton Show Me Committee Meeting
- 2012 Water Technology Cluster Irrigation Expo – Shepparton Showgrounds
- 3SR FM – Radio Interview
- Murray Slee Pavilion
- Launch of the 'Kathleen McBain' Oncology Room
- Municipal Emergency Management Plan (MEMP) Committee Meetings
- GV PCP Finance Committee
- Victorian Catchment Management Council Interview
- Regional Arts Victoria launch – Ted Baillieu
- Opening of Western Shelter & Grand Stand Meeting Room – Deakin Reserve
- Annual Shepparton Orchid Show
- Kaiela Institute - Board Meeting
- Councillor Briefing and SDS – Tuesday 22 May
- 2012/2013 Draft Budget - Community Information Session – Shepparton
- 2012/2013 Draft Budget - Community Information Session – Tatura
- Word and Mouth and Council Partnership discussions
- Shepparton Access Foundation
- Pest versus the Rest - Environmental Field Day
- ABC Statewide interview
- Worksafe - Board & Senior Managers Dinner
- RiverConnect Implementation Advisory Committee Meeting
- Mooroopna Cenotaph
- 'Polish' program – Mooroopna Secondary College
- Practising Sovereignty Seminar
- Minister Wendy Lovell visit
- La Trobe University - Tertiary Enabling Program
- Goulburn Valley Interleague Football luncheon
- RiverConnect Presenting at Fairley Leadership Day
- Sorry Day Ceremony

Councillors were also briefed on the following matters:

- Onsite Meeting & Tour of Shepparton Showgrounds
- GV Hockey Association
- Discussion of 2012-2013 draft budget documents
- Tatura Milk Industries - C151 Report
- 2 Hour Car Parking Review
- Huggard Drive Mooroopna
- Draft 2012-2013 Budget Questions
- CT Management - Organisation Scan
- LEAD Training for Councillors
- Rumbalara Health Service - Official Opening
- Budget - 2012/2013 Draft Budget - Community Information Session
- A Future with Less Water project
- Draft Youth Strategy and Action Plan 2012-2015
- Community Safety Update
- Temporary Car Park

## 12. COUNCILLOR ACTIVITIES

### **12.1 Councillors' Community Interaction and Briefing Program (Continued)**

In accordance with section 80A of the *Local Government Act 1989* records of the Assemblies of Councillors are attached.

**Moved by Cr Hazelman**  
**Seconded by Cr Houlihan**

That the summary of the Councillors' community interaction, briefing program and attached records of assemblies be received.

**CARRIED**

### **Attachments**

Assemblies of Councillors Records:

- Disability Advisory Committee – 23 March 2012
- Older Persons Advisory Committee – 13 April 2012
- RiverConnect Implementation Advisory Committee Meeting – 18 April 2012
- Shepparton Art Museum - Advisory Committee Meeting – 18 April 2012
- Short Discussion Session – 23 April 2012
- Short Discussion Session – 1 May 2012
- Short Discussion Session – 8 May 2012
- Short Discussion Session – 15 May 2012
- Shepparton Art Museum - Advisory Committee Meeting – 16 May 2012
- Greater Shepparton Safe Communities Advisory Committee – 17 May 2012
- Women's Charter Alliance Advisory Committee Meeting – 21 May 2012
- Councillor Briefing – 22 May 2012
- Councillor Briefing – 29 May 2012

**13 URGENT AND OTHER BUSINESS NOT INCLUDED ON THE AGENDA**

Nil.

**14. PUBLIC QUESTION TIME**

**Question 1 (John Gray)**

In congratulating Council and the Shepparton Search and Rescue Squad Inc. on the new SSRS state-of-the-art headquarters recently officially opened in Dudley St, I ask can you please provide, as seemingly the auspice body, the total breakdown of costs (e.g. contributions from the three tiers of government and others) and the land tenure and proprietorship of the structure together with Council's leading involvement in the opening ceremony.

**Response:**

Total cost for the project is \$440,486.65

The Council funded the entire project. No funding was received from State or Federal Government.

The Shepparton Search and Rescue Squad entered into a 21 year lease commencing 1 June 2011 of part of the land at 127-129 Dudley Street, Shepparton.

**Question 2 (John Gray)**

Although I am aware that Council has no guiding shade policy, and bearing in mind that we have entered the best annual ten week time period for the planting of deciduous trees in streets and public open spaces, can you please advise:-

- (a) the total number of appropriate advanced trees proposed for the municipality this current planting season and
- (b) the number and varieties specifically planned, to provide dark summer shade, dappled winter sunlight and attractive autumn colour, for the large open, relatively bare spaces on the mainly eastern banks of the developing Victoria Park.

**Response:**

- a) Current season planting is proposed to include 653 advanced trees of 20 different varieties. 295 of these will be medium sized trees (mature height 8-12M), 70 large trees (greater than 12m) and 288 small trees.(5-8m).
- b) There are two projects at Victoria Park Lake proposed to be undertaken in the 2012/13 financial year that will provide opportunity for the planting of trees. This includes proposed works at Con Palling Reserve, and the development of public open space behind the "grassy knoll", which is currently referred to as the "western park". Specific details on tree varieties and location will be confirmed during the detailed design phase for these projects.

## **15. CONFIDENTIAL MANAGEMENT REPORTS**

### **15.1 Designation of Confidentiality of Information – Report Attachments**

**Moved Cr Hazelman  
Seconded by Cr Crawford**

In accordance with section 77(2)(b) of the *Local Government Act 1989* (the Act) the Council designates as confidential all documents used to prepare the following agenda items and designated by the Chief Executive Officer or his delegate in writing as confidential under section 77(2)(c) of the Act. These documents relate to contractual matters, which is a relevant ground applying under section 89(2)(d) of the Act:

- 6.1 Contract No. 1368 – Vibert Reserve Pavilion Stage 2
- 6.8 Contract No. 1370 – Shepparton/Mooroopna Flood Mapping and Flood Intelligence Project

**CARRIED**

### **15.2 Designation of Confidentiality of Information**

**Moved by Cr Dobson  
Seconded by Cr Crawford**

That pursuant to section 89(2)(d) of the *Local Government Act 1989* the Council meeting be closed to members of the public for consideration of a confidential item.

**Cr Muto called a division.  
Those voting in favour of the motion: Cr Crawford, Cr Dobson, Cr Ryan,  
Cr Hazelman, Cr Houlihan and Cr Polan.  
Those voting against the motion: Cr Muto.**

### **15.3 Purchase of Property**

### **15.4 Reopening of the Council Meeting to Members of the Public**

**MEETING CLOSED 2.32PM**

**CONFIRMED**

**CHAIR**

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GREATER SHEPPARTON

# YOUTH STRATEGY & ACTION PLAN

2012 - 2015



YOUNG PEOPLE MATTER!



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## Acknowledgement of Traditional Owners

We the Greater Shepparton City Council acknowledge the traditional custodians of the land which now comprises Greater Shepparton. We pay respect to their tribal elders, we celebrate their continuing culture and we acknowledge the memory of their ancestors.

## Message from the Mayor

Young people are a vital component of the Greater Shepparton community; they have the capacity to inspire and the ability to be influential community members. Young people are tomorrow's community leaders, workers, parents and custodians of our environment. However, they are not just our future – young people are important in the present. Greater Shepparton City Council continues to recognise the significant role that young people play in the community and as such I am pleased to present the *Greater Shepparton Youth Strategy and Action Plan 2012 – 2015*.

The strategy and associated action plan will provide Council with a strategic framework to guide Council's role within the youth sector into the future. It will inform how we will work in partnership with the youth sector, young people and their families to ensure that young people are provided with every opportunity to actively participate in their community regardless of their social, economic or cultural backgrounds.

This is the first Youth Strategy and Action Plan of its kind for Greater Shepparton City Council and has been developed through extensive consultation. Young people, education settings, youth services and other community service providers have provided many valuable ideas for the future direction of Council's role to support young people.

Greater Shepparton City Council looks forward to implementing the Youth Strategy in partnership with young people, the youth sector and the wider community. These partnerships are essential to guide and support the delivery of many of these positive initiatives.

I wish to extend my heartfelt thanks to the people who have actively contributed to the development of the *Greater Shepparton Youth Strategy and Action Plan 2012 – 2015*.

Together we will work towards a community where young people are active citizens who are happy, healthy and thriving.



**Cr Michael Polan**

Mayor, Greater Shepparton City Council



## Executive Summary

Greater Shepparton City Council recognises the significant contribution that young people make to our local community through their vibrancy, passion, innovation and enthusiasm. Current estimates indicate that Greater Shepparton is home to 63,854 residents. In 2006 Australian Bureau of Statistics (ABS) Census stated that 17.9% (10,021) of the population are young people between the ages of 12 and 25 years (Refer Appendix 1).

The development of the Greater Shepparton Youth Strategy and Action Plan 2012 - 2015 demonstrates Council's ongoing commitment to young people and informs the role of Council in supporting our young people and the youth sector. The Youth Strategy and Action Plan 2012 - 2015 is the first of its kind for Greater Shepparton City Council. The Strategy builds on the work previously undertaken and will strengthen partnerships between Council, young people and the youth sector. The role of Council is very distinct from that of other services providers within the youth sector many of whom focus on specific issues and needs of young people e.g. family relationships, employment, mental health and justice. These services are vital for the development and wellbeing of our young people and Council seeks to strengthen valuable partnerships with these services.

The Strategy was developed through extensive consultation with young people, youth sector providers, education settings and internal Council departments. The suggestions raised have been pivotal in informing the key directions of the strategy.

### Vision

Greater Shepparton City Council value young people within its community and will work in partnership to create opportunities to develop young people who are vibrant, passionate and fully engaged.

Greater Shepparton City Council will work in partnership with the youth sector to develop collaborative approaches, responsive and coordinated services for the ultimate benefit of all young people.

### Key Directions and Action Plan

The Youth Strategy and Action Plan 2012 – 2015 creates opportunities to establish and strengthen strategic partnerships with young people, youth sector organisations and education settings to achieve the outcomes highlighted within the Action Plan. Five strategic directions have been created from consultations to frame the directions Council will undertake to support young people and the youth sector into the future.

They are:

1. Sector Coordination, Support, Advocacy and Facilitation
2. Engagement and Partnerships
3. Celebrate Youth Culture
4. Building Capacity
5. Safer Places and Spaces

The Action Plan 2012 – 2015 outlines key actions Council will achieve to ensure the implementation of the actions articulated in the Youth Strategy. The Action Plan has defined priorities for achievement, the review and evaluation of these actions will inform the development of new priorities in the following years. Some actions will continue for the life of the plan although they may be adapted as a result of evaluation and review.

## Introduction

Greater Shepparton City Council recognises the significant contribution that young people make to our local community. Young people are vibrant, passionate, innovative and enthusiastic about the communities in which they live. It is the responsibility of the community to support young people and provide them with every opportunity to succeed. Young people are not just our future – they are important in the present.

The Greater Shepparton Youth Strategy and Action Plan 2012 – 2015 acknowledges and values our young people as active members of the community and recognise the integral part they play in the ongoing development of the community. The strategy provides Council with a strategic framework to guide our work with young people and youth sector organisations.

The Greater Shepparton Youth Strategy and Action Plan 2012 - 2015 is targeted to young people aged 10 to 25 years. Although 10 and 11 year olds do not fit into the established definition of youth, they have been considered within the scope of the Strategy as they make their transition from a child to young person. 18 to 25 year olds are also an important age group to include due to education and employment transitions. It is inclusive of all young people, regardless of cultural background, socio economic status, sexuality or abilities.



## Developing the Strategy

It is essential that Council highlight our commitment to young people by developing a Youth Strategy and Action Plan. Council has maintained a strong ongoing commitment to young people in the municipality as evidenced through the provision of a range of opportunities for young people and funded partnerships with the sector. These are discussed in more detail throughout the strategy document.

In 2010 Council created funding for a Community Youth Development Officer to ensure that Council maintained a strong presence in the youth space. This role was designated as a strategic sector leadership and planning position as opposed to a direct service delivery function.

The Youth Strategy and Action Plan is based on providing supporting to the youth sector, engage and build partnerships, celebrate, build the capacity and build safer communities for young people.

### Process

Council undertook a range of activities to engage young people and the youth sector regarding the development of the Strategy conducting consultations with young people, youth sector and Council staff. Young people spoke about how they would like to be recognised in the community, while the youth sector identified how Council could integrate and add value to the sector for the benefit of young people. Council staff also contributed ideas to how we could strengthen our support to young people and the sector. This Strategy has been built on the ideas and visions of young people and youth sector leaders.

In addition to the range of community consultations, a review of the demographic profile of Greater Shepparton and Victoria has also helped to provide context to the Strategy. The Strategy aligns with a number of current Council policies and strategies and reflects current state and federal policies. These strategic links have been provided as an Appendix to this report (Appendix 3).



## **Consultations**

### **Young people**

Council in partnership with youth organisation, Word and Mouth undertook a number of consultations with young people in August 2011 to ensure that the views and opinions of young people were reflected in the strategy. Over 50 young people from four local secondary colleges were consulted at a local Youth Leadership Day. Consultations included conducting workshops with students from local secondary colleges on key elements of the Strategy. Young people shared their ideas on how Council can support, celebrate, engage, develop and partner with young people and the youth sector. They identified a range of opportunities and innovative ideas throughout the process.

Council has also recently completed focus group consultations with over 180 young people regarding safety within our CBD. The outcomes of this consultation have also informed the development of the strategy.

### **Youth Sector**

An extensive youth sector engagement project was undertaken to connect with over 36 key service providers and education settings. The engagement process targeted executive officers, directors, managers, principals and deputy principals to establish a strategic direction for the strategy.

Consultations methods of one-on-one interviews and surveys with youth service providers provided an opportunity to explore the individual perspectives of key stakeholders about the role of Council in the youth space and gained some perspectives about how Council and the sector could strengthen partnership moving forward for the ultimate benefit for our young people. The ideas generated were summarised and presented to the youth sector at the first of two Youth Sector Forums. The forums provided an opportunity for the sector to clarify comments and further explore ideas. The forums also gave opportunity as a youth sector collective to determine key priorities for the strategy. This consultation process was well received by the sector who welcomed the opportunity to have input into the direction of Council.

A full list of the youth service organisations and educational settings that participated in the consultations can be found in the acknowledgements section of the Strategy.

### **Council Staff**

A range of Council staff across 8 Council branches were consulted during the development of the Youth Strategy and Action Plan 2012 – 2015. This provided an opportunity to gain an understanding of how Council is currently engaging, working with and supporting young people and the youth sector but also highlighted opportunities for further growth and development. Staff also provided direction and advice into how these ideas could be implemented within Council.

Refer to Appendix 2 for a detailed summary of consultation data.

## Role of Council

Greater Shepparton City Council is in a unique position to facilitate youth sector planning and coordination within the municipality. This is achieved through adopting strong partnerships within the youth sector and building local community capacity to effectively plan and respond to youth sector issues. This systematic approach ensures that the local youth sector is working toward shared goals to meet the needs of young people.

More specifically Greater Shepparton City Council has a role within the local youth space of strategic leadership, coordination and facilitation which has been widely supported by the sector.

Over the past two years, Council has reinforced and strengthened its commitment to community development and engagement with all sectors of the community. The Strategy is underpinned by a Community Development Framework with a focus on developing local area partnerships. In early 2011, Council employed a Community Youth Development Officer to act as an internal liaison for the youth sector and a conduit to the youth of the community. Youth connectedness to the local government sector is an important aspect to foster in any community.

Through a holistic perspective Council continues to engage with this section of the community through work experience programs, major events and promotion, recreation and parks, arts and culture, leisure facilities and economic development.

Activities conducted with young people are typically in partnership with youth organisations. This unified partnership approach provides greater opportunities for a dynamic and comprehensive youth engagement. A recent example of this collaboration is the Youth Safety Consultation that was conducted in 2011 which resulted in over 180 young people from 12 education settings providing valuable views and opinions regarding safety in the Maude Street Mall, Shepparton.

### Strategic Links

The Youth Strategy and Action Plan 2012 – 2015 is aligned to Council's purpose to build a strong, active, confident and resilient communities in order to improve liveability and community life. At a local level, the policy context for the Council is outlined in its Council Plan. This is summarised in Greater Shepparton's vision statement and further articulated in its strategic objectives specifically the theme of Community Life. This strategic objective aims to enhance social connectedness, physical and mental health and wellbeing, education and participatory opportunities and a greater range of community services.

Council's Municipal Public Health Plan adopts contemporary thinking about health and wellbeing to shape a broader municipal approach to strengthening communities and supporting residents to achieve and sustain a high standard of health and wellbeing. The plan focuses on social inclusion and community participation recognising that a sense of belonging is an important contributor to personal and community health and wellbeing outcomes.



The Community Plan's Policy recognises that within municipalities there are usually a number of locations / townships around which communities develop all with their own local characteristics and hence different priorities and needs. Through the development of community plans for locations and townships in the municipality communities are empowered to develop a vision and position on issues which can input into Council and other service providers decision making processes.

Please refer to Appendix 3 for a detailed overview of the Council, Local Community, State and Federal government policies that have informed the development of strategy and associated action plan.

### **Sector Coordination, Support, Advocacy and Facilitation**

A key responsibility of local government is leadership within the community. Across local government areas, many Council's are reviewing their traditional role of supporting young people in the community through service delivery to focus on strategic direction and facilitation. Greater Shepparton City Council recognises the key local government role of strategic coordination and facilitation and this role has been identified and supported by the youth sector throughout the consultations.

Sector leaders expressed commitment to a partnership approach and expressed a willingness to work more closely with Council. Council will continue to strengthen current partnerships and develop new partnerships with local service providers through sector coordination, support and facilitation. Collaborative approaches will ultimately lead to greater outcomes for young people.

### **Engagement and Partnerships**

Council has recently reinforced and strengthened its commitment to community development and engagement with all sectors including young people, through the endorsement of Council's Community Development Framework. Council will continue to engage with young people on issues of importance to them, build relations and awareness with young people in partnership with a range of organisations and the community.

### **Valuing Young People / Celebrating Youth Culture**

Council have the opportunity to lead the development of an inclusive community that values and encourages the contribution of young people. Council will lead this through promoting opportunities for young people to be acknowledged and celebrated for the positive roles that they play in the community.

### **Build Capacity**

Council have the opportunity to build the capacity of young people to reach their full potential through innovative mechanisms that will increase young people's skills, capacity and understanding.

### **Safer Places and Spaces**

Council to work with the community to build a safe, vibrant and connected CBD for our young people through developing mechanisms and initiatives that increase perceptions of safety, improve built infrastructure and explore activities that build connections with the young community.

## The Strategy

### Vision

Greater Shepparton City Council value young people within its community and will work in partnership to create opportunities to develop young people who are vibrant, passionate and fully engaged.

Greater Shepparton City Council will work in partnership with the youth sector to develop collaborative approaches, responsive and coordinated services for the ultimate benefit of all young people.

### Key Directions and Action Plan

Five strategic directions have been created to frame the actions that Council will undertake to support young people and the youth service sector into the future. They are:

1. Sector Coordination, Support, Advocacy and Facilitation
2. Engagement and Partnerships
3. Celebrate Youth Culture
4. Building Capacity
5. Safer Places and Spaces

The Action Plan 2012 – 2015 outlines key actions Council will achieve to ensure the implementation of the five key directions. The Action Plan has defined priority directions for achievement in the next 12 months. The review and evaluation of these actions will inform the development of the actions in following years. Some actions will continue for the life of the plan, although they may be adapted as a result of evaluation and review.

### Implementation of the Youth Strategy and Action Plan

Implementation and review of the actions listed within the strategy and action plan will remain the responsibility of Council's Community Youth Development Officer who will work in partnership with internal and external stakeholders. For each initiative included in the action plan the lead Council Branch/Officer is identified in bold.

### Monitoring and Evaluation

The Greater Shepparton Youth Strategy and Action Plan 2012 – 2015 relies on evidence based, partnership approach to achieving its strategic direction and priorities. It is essential that the implementation of the plan be monitored and reviewed regularly. The results from this monitoring and review will ensure that collectively, as a sector, we are producing the required outcomes.

The following evaluation and review methods will be undertaken to ensure the Strategy is effectively implemented and reviewed to ensure its relevance for young people.

1. Annual Review Forum with young people, youth service organisations and internal Council branches to review current actions, identify changing issues and needs and plan for future and upcoming directions and actions.
2. An annual report provided to Council outlining achievements and the status of the implementation of actions.

### **Budget Implications**

The Action Plan is set within the Council context of financial constraints and staff capacity. Any actions requiring additional funding will be considered through the annual budget process.



## Key Strategic Directions: Action Plan 2012 - 2015

### **Key Direction 1: Sector Coordination, Support, Advocacy and Facilitation**

Council is in a unique position to facilitate the development of youth sector partnerships; acknowledging that collaborative approaches will ultimately lead to greater outcomes for our community.

### **Key Direction 2: Engagement and Partnerships**

Council is committed to engaging young people on issues of importance to them. Participation in community life is essential to building a vibrant young community.

### **Key Direction 3: Celebrate Youth Culture**

Council will promote the development of an inclusive community that values and encourages the contribution of our young people.

### **Key Direction 4: Building Capacity**

Council will create opportunities to build the capacity of young people to reach their full potential through experience, employment, leadership development and entrepreneurship.

### **Key Direction 5: Safer Places and Spaces**

Council will work with the community to build a safe, vibrant and connected CBD for our young people through developing mechanisms and initiatives that increase perceptions of safety, improve built infrastructure and explore activities that build connections with the young community.

## Action Plan

The Action Plan identifies in **bold** print the lead Council Branch / Officer who will coordinate the delivery of each action identified.

### Key Direction 1: Sector Coordination, Support, Advocacy and Facilitation:

Council is in a unique position to facilitate the development of youth sector partnerships; acknowledging that collaborative approaches will ultimately lead to greater outcomes for our community.

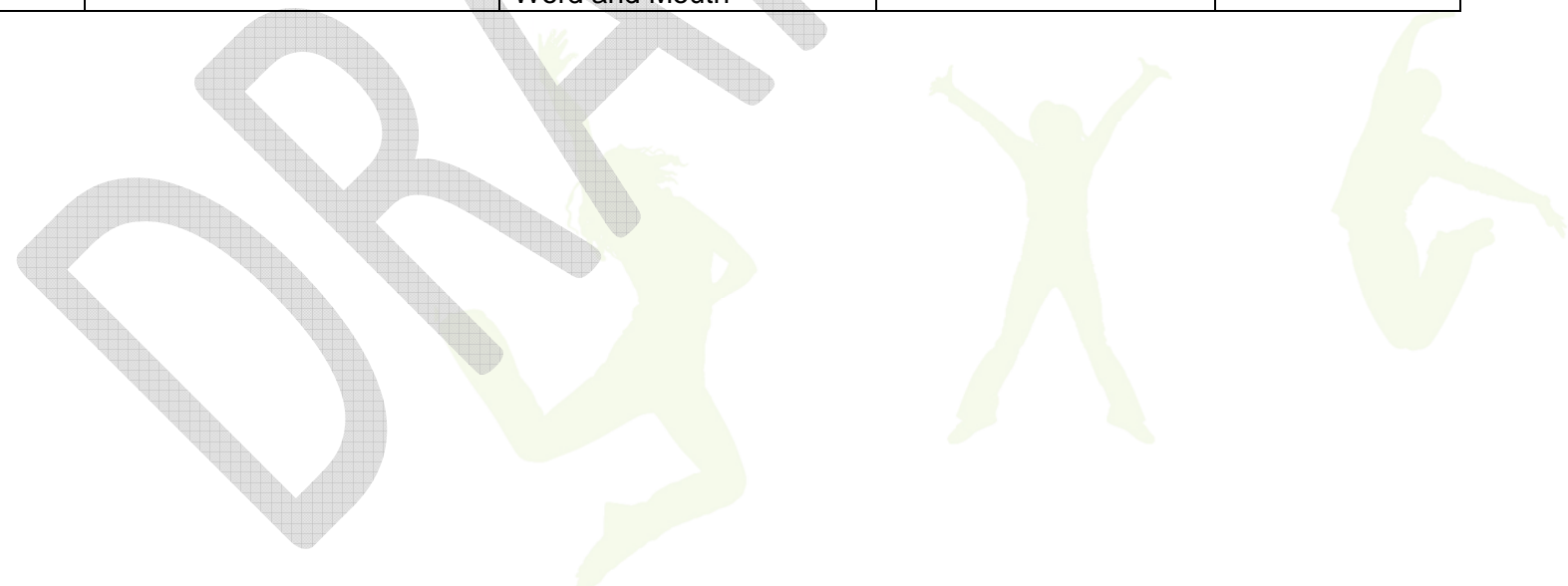
Action	Measurement	Partnerships	Resource Capacity	Timeframes
Establishment of a Greater Shepparton Youth Sector Leadership Group that meet quarterly to discuss and advise on priority issues, gathering local intelligence, emerging trends, stronger partnerships, coordinated approaches and advocacy.	Establishment of a Greater Shepparton Youth Sector Leadership Group including representation from youth service agencies, education settings and key agencies.  Formed terms of reference established with schedule meeting calendar.	Greater Shepparton City Council Senior youth sector leaders Education setting leaders, key agencies and departmental representatives.	<b>Council's Community Youth Development Officer.</b>	December 2012
<p>Priority issues and strategic objectives to be determined by the Greater Shepparton Youth Sector Leadership Group and could include (but not limited to):</p> <ul style="list-style-type: none"> <li>- Short term issue based working groups as determined necessary by the Leadership Group</li> <li>- Identify and develop mechanisms for sharing information and data across the sector</li> <li>- Advocate for local responses to incoming Commonwealth and State policies</li> <li>- Coordinated timely media responses to current issues highlighted within the media</li> <li>- To investigate and define the parameters for a proposal of a youth hub that is reflective of the views of the sector. Discuss the feasibility of a youth hub in the region (activity based, co-located services, internet based) and potential funding sources and arrangements</li> <li>- Discussion regarding priority issues that were identified in youth sector consultations such as drug and alcohol, safety, family relationships, educational outcomes and retention, employment and transport.</li> </ul>				

## Key Direction 2: Engagement and Partnerships:

Council is committed to engaging young people on issues of importance to them. Participation in community life is essential to building a vibrant young community.

Action	Measurement	Partnerships	Resources Capacity	Timeframes
Ensure young people are represented, consulted and considered in Council Strategic documents including; Council Plan, Community Plans and other Strategic Plans such as the CBD Strategy, Sustainability and Environment Strategy and structure planning.	Young people are consulted (via a range of mechanisms) for the Council Plan, all major community plans and strategic plans.	Greater Shepparton City Council Word and Mouth Young people	<b>Council's Community Youth Development Officer</b> All Council Branches	July 2013
Utilise existing youth networks to create connectivity and relationships across the sector.	Attendance at at least 10 existing network meetings per year.	Greater Shepparton City Council RYAN (Regional Youth Affairs Network) NOYS (Network of Youth Services) GVHIT (Goulburn Valley Hume Interagency Team)	<b>Council's Community Youth Development Officer</b>	2012 - Ongoing
Partner with organisations to encourage inclusive and accessible consultations and activities for all members of our community.	Resources including templates and checklists are developed to assist organisations to integrate inclusive and accessible practice.	Greater Shepparton City Council Youth Sector	<b>Council's Community Youth Development Officer</b> Access and Inclusion Officer	December 2013
Actively promote young people's use of broader community facilities, and attendance at community activities and events.	Detailed plan established for one promotional initiative per identified setting.	Greater Shepparton City Council	<b>Council's Community Youth Development Officer</b> Cultural Development Officer Goulburn Valley	December 2014

Action	Measurement	Partnerships	Resources Capacity	Timeframes
			Regional Library Riverlinks Shepparton Art Museum SAM Community Houses	
Explore future partnership opportunities to develop youth participation and engagement models.	Established youth engagement and participation models on key relevant Council needs.	Greater Shepparton City Council Word and Mouth Youth Organisations Education Settings	<b>Council's Community Youth Development Officer</b>	July 2015
Establish a 'Growing Local Democracy' Program to focus on key local issues, increasing diversity in local democracy, active civic participation and women's leadership.	Delivery of the Growing Local Democracy Project to at least two local education settings.	Greater Shepparton City Council Greater Shepparton Women's Charter Alliance Advisory Committee Word and Mouth	<b>Council's Community Youth Development Officer</b> Word and Mouth	June 2013



### Key Direction 3: Celebrate Youth Culture:

Council will promote the development of an inclusive community that values and encourages the contribution of our young people.

Action	Measurement	Partnerships	Resources Capacity	Timeframes
Investigate potential opportunities to promote an innovative and contemporary visual display of youth culture within the community through community art.	Identified youth art projects priorities and applications for relevant funds.	Greater Shepparton City Council Word and Mouth Shepparton Art Museum Riverlinks Kaiela Gallery	<b>Council's Community Youth Development Officer</b> Greater Shepparton City Council Shepparton Art Museum (SAM) Riverlinks	December 2015
Develop a strong regional media strategy (supported by media partners) in partnership with the Greater Shepparton Youth Sector Leadership Group to showcase current projects, celebrations and competitions.	80% of youth events and activities covered by the media.	Greater Shepparton City Council Greater Shepparton Youth Sector Leadership Group Council's Youth Development Officer Communications Department	<b>Council's Community Youth Development Officer</b> Greater Shepparton City Council	December 2013
Promote coordinated regional approaches for the acknowledgement and celebration of young people in National Youth Week.	A range of activities will be available across the community that represent and appeal to wide representative groups of young people.	Greater Shepparton City Council Greater Shepparton Youth Sector Leadership Group Young People	<b>Council's Community Youth Development Officer</b> Word and Mouth Youth Sector organisations	April 2013
Support the sector to celebrate the contribution that young people make to our community.	Increase the number of celebratory events by 10% per annum. In-kind support provided by Council.	Greater Shepparton City Council Youth Sector	<b>Council's Community Youth Development Officer</b>	December 2013



### Key Direction 4: Building Capacity

Greater Shepparton will create opportunities to build the capacity of young people to reach their full potential through experience, employment, leadership development and entrepreneurship.

Action	Measurement	Partnerships	Resources Capacity	Timeframes
<p>Develop contemporary and innovative models of experience, employment and entrepreneurships that aim to build the capacity of young people.</p> <p>These initiatives could include (but are not limited to):</p> <ul style="list-style-type: none"> <li>• Human Resources to expand current work experience model to introduce a phased work experience program to include year 10, year 11 and year 12 students.</li> <li>• Engagement of alternate education settings in tailored work experience programs.</li> <li>• Human Resources developing and implementing a graduate program for young people.</li> <li>• Continued promotion of local government career opportunities through attendance and promotion at career events.</li> <li>• Human Resources to offer traineeship opportunities for young people across Council</li> </ul>	<p>Development of policies and processes to aid the implementation of these initiatives.</p>	<p>Greater Shepparton City Council Local education providers Goulbourn Murray Local Learning and Employment Network</p>	<p><b>Human Resources Department</b> Council's Community Youth Development Officer</p>	<p>December 2015</p>

Action	Measurement	Partnerships	Resources Capacity	Timeframes
departments. <ul style="list-style-type: none"> <li>Investigate social enterprise models to enhance and connect young people with training and employment opportunities.</li> </ul>				
Support opportunities for young people to participate in volunteering coordinated by Council.	Promote and celebrate young people volunteering through Council's Volunteer Awards.  Purpose fit volunteering opportunities available within Council for 10 young people.	Greater Shepparton City Council	<b>Council's Community Youth Development Officer</b> Council's Community Development Officer	June 2013



### Key Direction 5: Safer Places and Spaces

Council will work with the community to build a safe, vibrant and connected CBD for our young people through developing mechanisms and initiatives that increase perceptions of safety, improve built infrastructure and explore activities that build connections with the young community.

Action	Measurement	Partnerships	Resources Capacity	Timeframes
Install CCTV cameras in the CBD in agreed locations as identified through consultations.	Through statistics provided by Victoria Police, decrease of reported incidents within the CBD.	Greater Shepparton City Council Victoria Police Chamber of Commerce Shepparton Show Me Greater Shepparton Youth Sector Leadership Group Young People	<b>Council's Community Safety Officer</b> Council's Youth Development Officer Economic Development Branch	June 2013
Advocate for increased police presence in the CBD particularly at key times.	CEO to meet with Victoria Police to discuss frequency of presence in the CBD.	Greater Shepparton City Council Victoria Police	<b>Greater Shepparton City Council</b> Council's Youth Development Officer Council's Community Safety Officer	December 2012
Investigate alternate models that provide Mall Management support.	Report presented to Council identifying potential models.	Greater Shepparton City Council Chamber of Commerce Victoria Police	<b>Economic Development Branch</b> Council's Youth Development Officer	June 2015
Distribute the Youth Safety Consultation Report, endorsed by Council in September 2011 to local businesses in the CBD to highlight views of young people regarding safety in the Mall.	Consultation Report distributed to all CBD businesses.	Greater Shepparton City Council	<b>Council's Youth Development Officer</b>	December 2012
Young people to contribute ideas regarding current Maude Street Mall design and Vaughan Street redevelopment project.	At least 1 interactive consultation session conducted with young people regarding their ideas for both projects.	Greater Shepparton City Council Young people	<b>Council's Community Youth Development Officer</b> Economic Development Branch	June 2015

Action	Measurement	Partnerships	Resources Capacity	Timeframes
			Planning and Development Branch Recreation and Parks	
Investigate the feasibility of including a 'Big Screen' as part of the Mall redevelopment plan.	Completion of a feasibility study.	Greater Shepparton City Council Chamber of Commerce Shepparton Show Me	<b>Council's Economic Development Branch</b> Council's Youth Development Officer	June 2014
Encourage traders to extend current opening hours and new restaurants to open in the Mall to create a sense of security by bringing people into the area.	Deliver against the CBD Strategy 2008. Consistent trading hours within the CBD.	Greater Shepparton City Council Council's Youth Development Officer Communications Department Victoria Police Chamber of Commerce Shepparton Show Me	<b>Council's Economic Development Branch</b> Council's Youth Development Officer Community Safety Officer	June 2013
Liaise with local youth service organisations, education settings and internal Council departments to investigate the delivery of activities for young people in the Maude Street Mall.	Develop a 12 month entertainment plan for the Mall committing to 6 events per year in the Mall.	Greater Shepparton City Council Word and Mouth Youth Sector Chamber of Commerce Shepparton Show Me Victoria Police	<b>Council's Economic Development Branch</b> Council's Community Youth Development Officer	December 2012
Conduct a feasibility study that would consider budget and risk implications for an organisation to conduct a youth nightclub on a regular basis.	Feasibility study presented to Council.	Greater Shepparton City Council Word and Mouth Youth Sector Victoria Police	<b>Council's Community Youth Development Officer</b>	June 2015
Initiate discussion with the Greater Shepparton Youth Sector Leadership Group regarding initiatives such as youth workers being available in the CBD at key times.	Identification of a model that is supported by all relevant partners. Investigate external funding opportunities to support project.	Greater Shepparton City Council Greater Shepparton Youth Sector Leadership Group Young people Victoria Police	<b>Council's Youth Development Officer</b>	June 2013

## Acknowledgements

### **Young People:**

Sincere thanks to all the young people who contributed to the Greater Shepparton Youth Strategy and Action Plan. A special thank you must also go to the young people from Mooroopna Secondary College and Word and Mouth Voltage Committee for facilitating workshops with their peers.

### **Youth Service Organisations:**

Greater Shepparton City Council would like to thank the following youth sector organisations for your contribution in developing this strategy.

Academy of Sport, Health and Education (ASHE)  
Berry Street Victoria  
The Bridge  
Centrelink  
Department of Education, Employment and Workplace Relations (DEEWR)  
Department of Human Services (DHS)  
Department of Human Services – Youth Justice  
Fairley Foundation  
Familycare  
Ganbina  
Goulburn Ovens TAFE  
Goulburn Murray Local Learning and Employment Network (GMLLEN)  
Goulburn Valley Grammar  
Goulburn Valley Health  
Jacaranda  
La Trobe University  
McAuley Champagnat Program (MCP)  
McGuire College  
Melbourne University  
Mental Illness Fellowship  
Mission Australia  
Mooroopna Secondary College  
Notre Dame College  
Primary Care Connect  
Rumbalara Aboriginal Cooperative  
Salvation Army  
Shepparton Access  
Shepparton ACE College  
Shepparton High School  
Skills Victoria (DEECD)  
The Smith Family  
Uniting Care Cutting Edge  
Valley Sport  
Victoria Police  
Wanganui Secondary College  
Word and Mouth

### **Additional Acknowledgements:**

Speed Shop Photography for the provision of images.

## Appendix 1 - Our Community of Young People

Current estimates indicate that Greater Shepparton is home to 63,854 residents. This area comprises the main regional centre of Shepparton and also includes Mooroopna, Tatura, Congupna, Dookie, Katandra, Merrigum, Murchison, Tallygaroopna, Toolamba, Undera and surrounding rural areas.

At the time of writing the youth strategy, data was not available from the 2011 Census, therefore 2006 ABS Census and forecasting data was been utilised.

According to the 2006 ABS Census, 17.9% (10 021) of our population were young people between the ages of 12 and 25 years, a slight decrease from the 2001 Census where 18% of our population were young people.

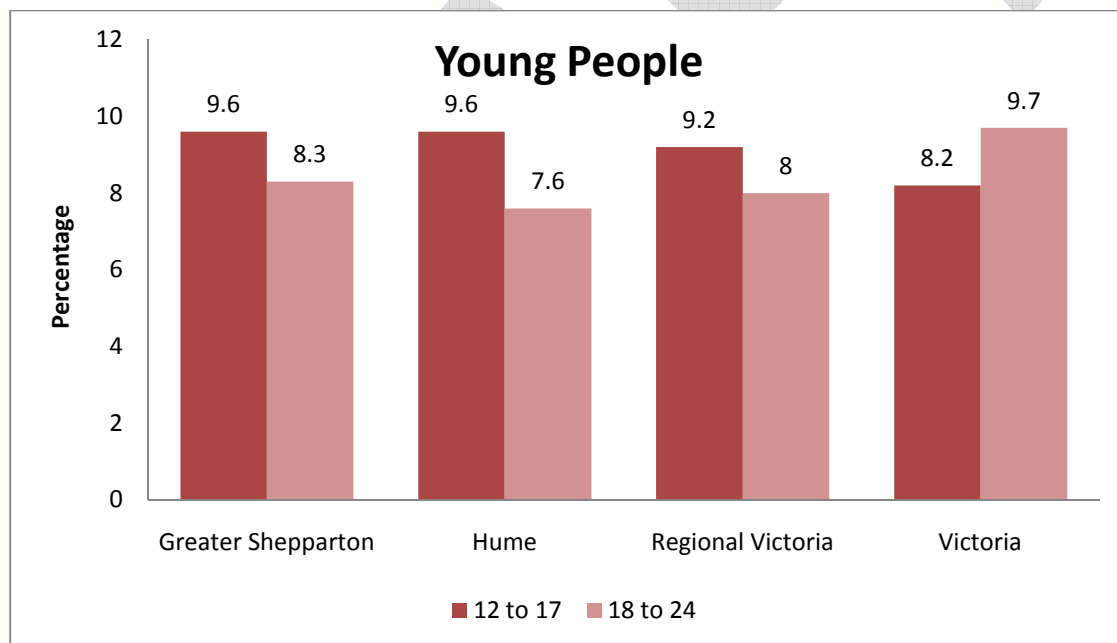
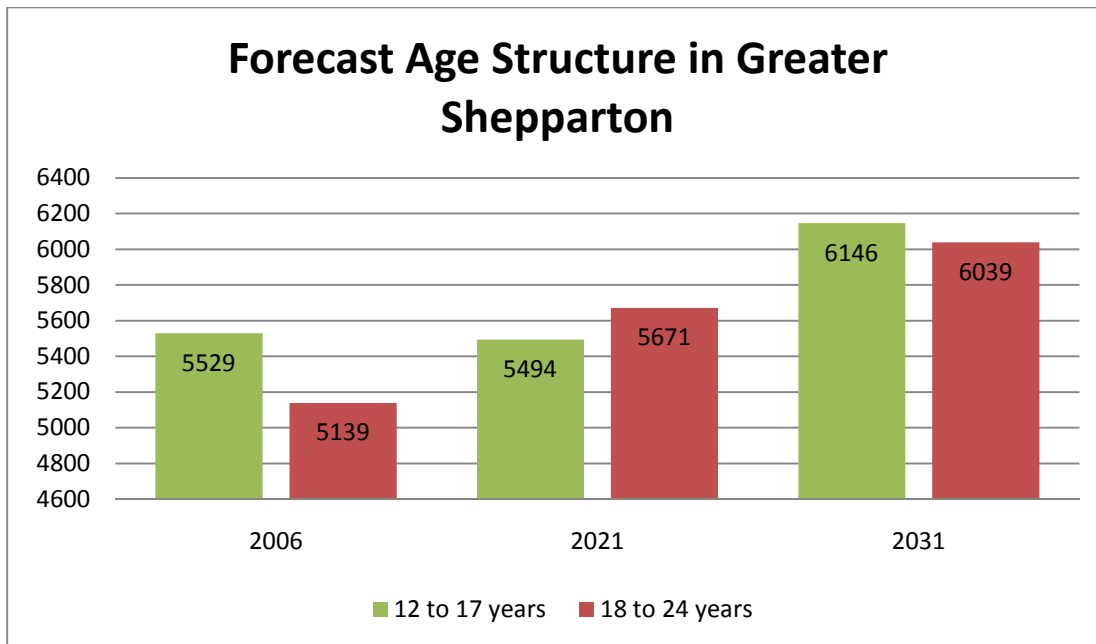


Table: Young people 12 – 24 across Greater Shepparton, Hume, Regional Victoria and Victoria.  
Source: ABS Census 2006



**Table: Forecast population across Greater Shepparton**  
Source: ABS Forecasting

### Diversity

Greater Shepparton is among the most culturally diverse municipalities in regional Victoria. The region has the largest Aboriginal population outside metropolitan Melbourne with an estimated 3.5% of residents having Indigenous heritage. The region boasts a strong history of Aboriginal advocacy and leadership locally, nationally and internationally. Greater Shepparton also has a proud history of migration with high populations originating from United Kingdom, New Zealand, Albania, Turkey, India, Greece, Netherlands and Philippines and more recently, Iraqi, Afghani, Sudanese and Congolese. The 2006 Census revealed that 11% of the total population identified as being born in a country other than Australia, with 7.8% of these in countries where English is not a first language.

Greater Shepparton is proud of its diverse community and the initiatives defined within the Action Plan are inclusive of all young people regardless of cultural background, socio-economic status, sexuality or abilities. In order to ensure that activities are inclusive of young people from all backgrounds, Council will work with a range of internal departments and external youth organisations to ensure representation is balanced.

### Challenges for the Region

A number of particular challenges were highlighted throughout consultations that are essential when considering the future of the regions young people.

### Employment

Youth unemployment rates in regional areas are significantly higher than metropolitan areas. The teenage full time youth unemployment rate in North East Victoria is 33.3%, compared with Victoria (27.8%) and Australia (24%). This has increased from 18.8% in 2008 and 32.4% in 2009.

### School retention rates

Only 55% of Greater Shepparton residents aged 25 to 34 years old have completed Year 12 or the equivalent, compared with 73% across Victoria.

### Youth Disengagement

Within Greater Shepparton 7.9% of 15 – 19 year olds are not in paid employment or enrolled in education compared with 6.9% across the state. 17.4% of 20 – 24 year olds are also disengaged from education in Greater Shepparton compared with 15.4% across Victoria.

### Migration / Regional Pressures

Greater Shepparton and many rural and regional municipalities face the complicating factor of young people leaving their communities for tertiary study or employment in larger regional centres or metropolitan cities. Challenges and demands of retaining young people in regional and rural communities is a considering factor for Greater Shepparton. The following table represents the migration rates for Greater Shepparton.

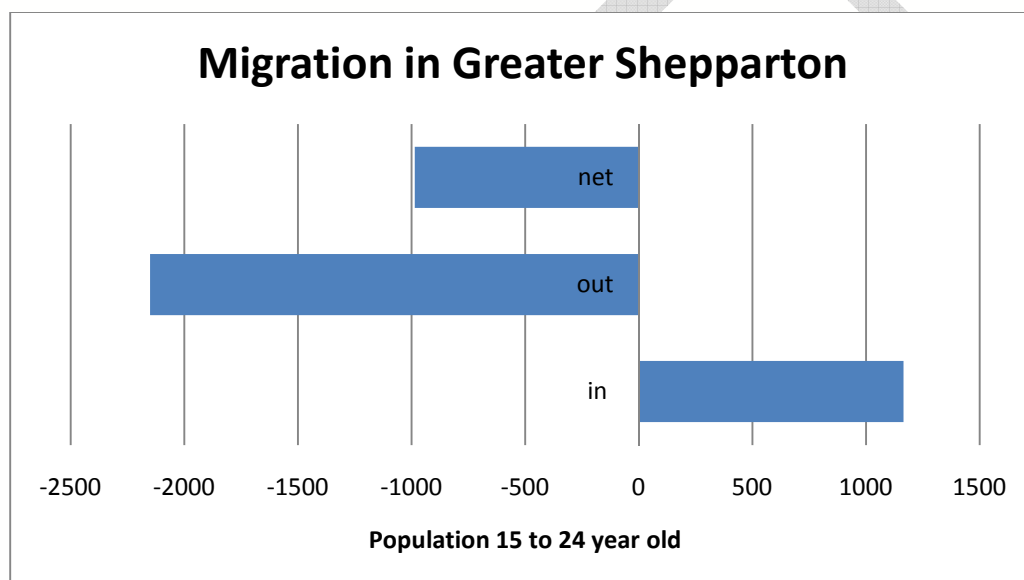


Table: Young people migrating in and out of Greater Shepparton

Source: ABS Census 2006

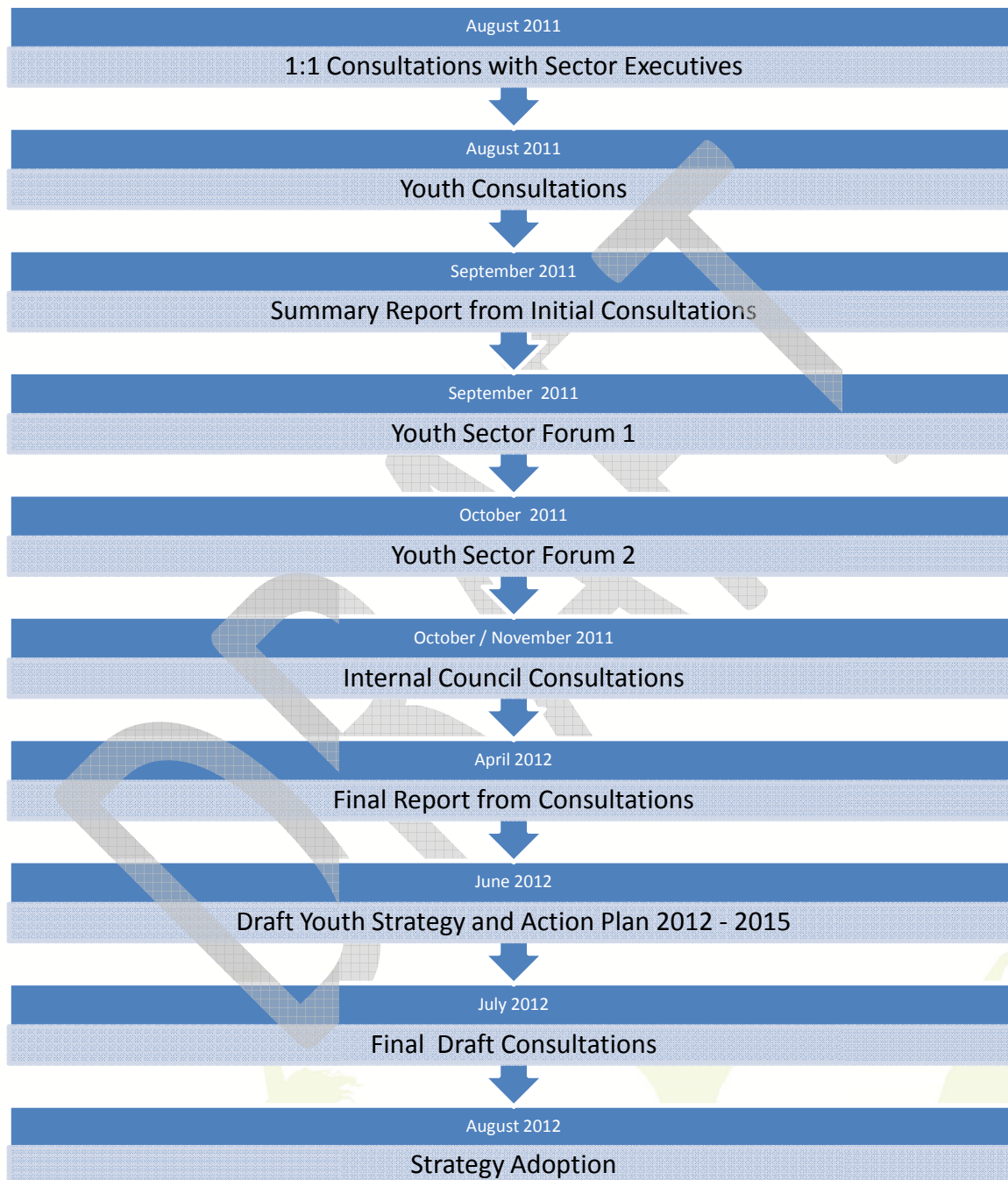
### Transport

As young people grow they seek a greater level of participation in the activities of life including part time employment, sports or competitions, apprenticeships, TAFE study and social activities. Public transport within the City of Greater Shepparton is limited and many young people face a series of issues due to poor access to transport, amenities and activities. This lack of access restricts educational, employment and social opportunities.



## Appendix 2 - Consultation Summary

### Consultation Timelines



## **Strengths in Greater Shepparton**

Throughout the consultations it was widely acknowledged that there are a number of strengths and achievements which Council, the youth sector and the wider community should be proud of. This list does not represent all of the assets of the sector.

### **Families and Friends**

Consultations with young people highlighted the crucial role that family and friends play in the lives of young people. Family and friends were often identified as significant support structures for young people as they move through adolescence and into their adult years. Within the context of the Strategy it is important to highlight the significant role that family and friends play in the lives of the young people in our community.

### **Sporting Culture**

It is well recognised that Greater Shepparton is proud of its sporting culture. Many young people have strong links to a range of sporting clubs providing them with a connection to their community. Involvement in sport promotes community connection and greater wellbeing. Council recognises the importance of sport and will continue to promote a sporting culture within broader the community.

### **Word and Mouth**

Greater Shepparton City Council in partnership with the Fairley Foundation supported the development of an independent youth led, youth driven organisation within the local community named 'Word and Mouth'. Word and Mouth was originally formed in 2002 working within Council with the support of the State Government Department of Planning and Community Development (DPCD), previously known as DVC. In 2009 Word and Mouth separated from Council becoming an independent youth led and driven organisation. Word and Mouth is an organisation aimed at engaging young people from diverse background in governance and volunteer positions and ensuring high level youth participation and leadership development in Greater Shepparton. Word and Mouth has a strong emphasis on promotion of cultural harmony and understanding through youth activities.

Council continues to have a strong partnership with Word and Mouth. Whilst the two organisations work independently there are complementary strategies Council and Word and Mouth leverage off one another. Both organisations are committed to supporting young people within the community, ultimately leading to better outcomes for young people.

### **Headspace**

Headspace centres are funded by the Australian Government (through the Department of Health and Ageing) under the *Youth Mental Health Initiative*. Headspace centres aim to promote improved health and mental health outcomes for young people in Australia by providing high quality early intervention services that aim to reduce the burden of disease in young people aged 12 – 25 years caused by mental health disorders and related substance use.

There are currently 40 Headspace centres open nationally and Headspace has received additional funding to expand up to 90 centres over the next five years. In October 2011

Shepparton was announced as a successful location for the new round of Headspace funding.

The establishment of Headspace in Shepparton will add significant resources to the delivery of mental health services locally, utilising a youth specific and youth friendly model.

Business planning regarding the establishment of the Headspace centre is currently being undertaken. It is anticipated that the Shepparton Headspace centre will be operational by January 2013.

### **Youth Safety Consultation Report 2011**

Greater Shepparton City Council, in partnership with Word and Mouth, led a consultation with young people to explore safety issues in the Maude Street Mall from a young person's perspective. In 2011, the previous Mayor, Council staff and Word and Mouth consulted with young people from across the community including students from mainstream secondary colleges, tertiary institutions and alternate education settings, totalling over 180 young people from 12 education settings. Young people identified their perceptions of unsafe places within the CBD, provided some potential reasons these places were considered unsafe and some creative and innovative ideas to address these safety concerns. These ideas were collated and form the Youth Safety Consultation Report 2011 which was presented to Council for endorsement in September 2011. The Report included key themes of increased security presence, infrastructure improvements and activities. Identified actions were prioritised depending on the level of interest shown by the young people. These themes have been valuable in informing the development of the Greater Shepparton Youth Strategy and Action Plan. This Report is also a valuable tool to inform the whole community about potential youth initiatives to address these issues and support the future development of regional partnerships between service providers and agencies to implement the initiatives.



## **Opportunities in Greater Shepparton Young People and the Arts**

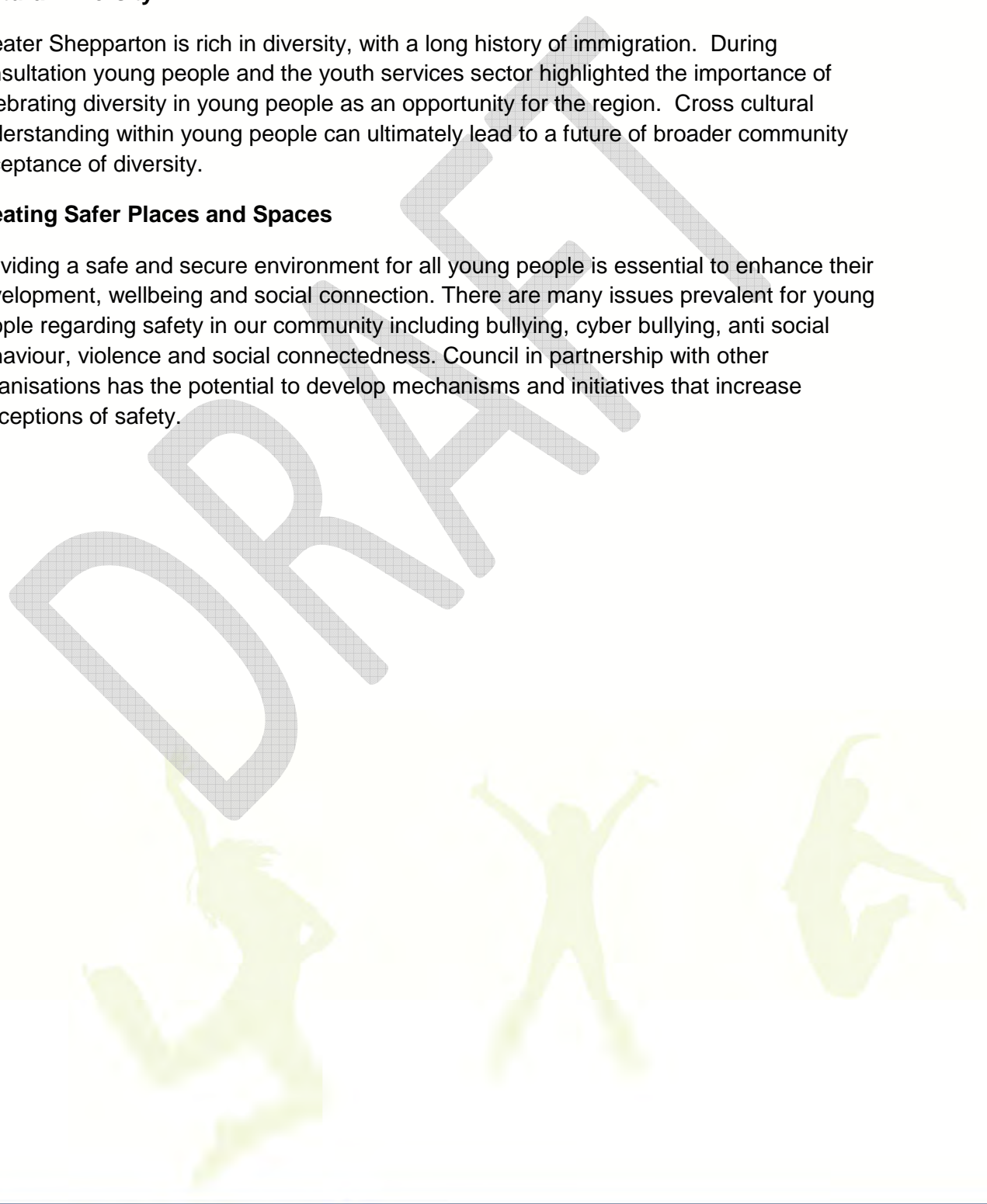
The region has increased its involvement in the arts in recent years, and which creates great opportunities to engage young people. The Arts aspects of the region were frequently identified as an important opportunity for the region to further develop which would include benefits to young people. Self expression in art is a contemporary vehicle for the development of creative intelligence and identity, not only of an individual but of a community.

### **Cultural Diversity**

Greater Shepparton is rich in diversity, with a long history of immigration. During consultation young people and the youth services sector highlighted the importance of celebrating diversity in young people as an opportunity for the region. Cross cultural understanding within young people can ultimately lead to a future of broader community acceptance of diversity.

### **Creating Safer Places and Spaces**

Providing a safe and secure environment for all young people is essential to enhance their development, wellbeing and social connection. There are many issues prevalent for young people regarding safety in our community including bullying, cyber bullying, anti social behaviour, violence and social connectedness. Council in partnership with other organisations has the potential to develop mechanisms and initiatives that increase perceptions of safety.



## Appendix 3 - Planning and Research – Strategic Links

### Council

Greater Shepparton Youth Strategy and Action Plan aligns with a number of current Council policy and strategies. The following stated strategies are not specific to young people but are inclusive of all members of the community.

#### Greater Shepparton Council Plan 2009 – 2013

It is a statutory requirement of the Local Government Act 1989 that all Councils develop a Council Plan. This plan outlines the strategic objectives and directions over the life of an elected Council. The current Council Plan reflects directly through this strategy through two strategic objectives.

- Community Life - Greater Shepparton City Council will enhance social connectedness, physical and mental health and well being, education and participatory opportunities in order to improve liveability and a greater range of community services.
- Economic Development – Greater Shepparton City Council will promote economic growth, business development and diversification with a focus on strengthening the agricultural industry

#### Greater Shepparton Community Development Framework

The Community Development Framework was adopted by Council in 2010. This framework outlines Council's commitment to implement a community development approach to empower and strengthening communities, encourage cooperative practices and celebrate and embrace diversity of our community

#### Community Engagement Strategy

The Community Engagement Strategy recognises the importance of community input in developing and delivering better Council services. The strategy enhances the involvement of community, community based organisations and local business in Council's decision making processes so that decisions will be more likely to reflect community issues and interest and ensure well thought through solutions.

#### Greater Shepparton Public Health Plan 2009 - 2013

The Public Health Plan identifies existing and emerging priority areas of public health that Greater Shepparton needs to address and provides a range of responding strategies along with actions required to achieve them. Two sections of the Municipal Health Plan are particularly relevant to the Youth Strategy and Action Plan.

#### Engaged and Socially Inclusive Communities

- Participation in Community Activities
- Participation in Decision Making

### **Victoria Local Government Women's Charter**

The Local Government Women's Charter was endorsed by Council in 2010. The Charter promotes women's participation in decision making in the community and democratic governance. The principles include Gender Equity, Diversity and Active Citizenship. The Women's Charter Local Government Action Plan includes an initiative regarding the establishment of a 'Growing Local Democracy' program between Councillors, Council staff and education settings that aims to focus on key local issues, increasing diversity in local democracy, active civic participation and women's leadership. Council has a Greater Shepparton Local Government Women's Charter Alliance Advisory Committee to provide advice on issues relating to the Women's Charter and to oversee the implementation of associated Action Plan.

### **Safer City Strategy 2011 – 2014**

The Safer City Strategy aims to work in partnership with the community, government and business stakeholders to create a safer community through proactive, holistic and sustainable prevention of crime. There are a number of specific initiatives identified to address safety issues associated with young people including supporting positive program and events that engage young people, encouraging partnerships between youth service providers and developing a youth agency network.

### **Cultural Diversity and Inclusion Strategy 2012 - 2015**

The Culture Diversity and Inclusion Strategy aims to acknowledge the contribution that the CALD community make to our region and to create opportunities for their contributions to be heard, to be acknowledged and celebrated by Council and the wider community. The Youth Strategy and Action Plan is inclusive of all young people including those from a culturally and linguistically diverse background.

### **CBD Strategy 2008**

The Shepparton CBD Strategy was developed to direct the expected future growth and guide future land use, built form, access and public spaces in the Shepparton CBD. The Strategy sets out the vision that will continue to make the city a popular place to live, work and visit. Some of the priorities include consolidating the CBD as the principal retail centre in the region and creating an active, vibrant and safe CBD and improving the design, function and safety of key sites and precincts within the CBD including the Maude Street Mall, Stewart Street and Vaughan Street precincts.

### **Youth Safety Consultation Report 2011**

In 2011 consultations with young people identified perceptions of unsafe places within the CBD, provided some potential reasons these places were considered unsafe and some creative and innovative ideas to address safety concerns. These ideas were collated and formed a Youth Safety Consultation Report which was presented to Council for endorsement in September 2011. The Report included key themes and identified prioritised actions depending on the level of interest shown by the young people. These themes have been valuable in informing the development of the Greater Shepparton Youth Strategy and Action Plan. This Report is also a valuable tool to inform the whole community and support the future development of regional partnerships between service providers and agencies to implement the initiatives

### **Local**

## **Fairley Report 'Young People Building Our Community: Young Shepparton 2002 – 2020'**

This report was prepared by Fairley Foundation in association with Greater Shepparton City Council and Goulburn Murray Local Learning and Employment Network (GMLLEN) in 2002 to provide a framework with a set of goals and strategies to how Greater Shepparton can invest in its young people for the future. Six key goals were identified

- Building a youth friendly city
- Building the capacity of schools
- Building the Greater Shepparton knowledge economy
- Building young peoples capacity to lead the community conversation
- Building cultural and artistic excellence to the same level as sporting excellence.

## **State Government Research and policies**

### **Youth Statement: Engage, Involve, Create 2012**

The Victorian Government launched their Youth Statement, Engage, Involve, Create in April 2012. This is the first statement of the State Government's vision for young people and the sector that supports them since the development of Future Directions policy in 2006.

The aims of the youth statement are:

- Engage – young people are engaged in education and training, further education and training pathways, employment.
- Involve – young people are involved in decision making, activities and programs and their communities
- Create – young people can create change, enterprise and culture.

The priorities include:

- Getting young people involved - Supporting the full and active participation and engagement of young people to ensure social, community and economic participation.
- Services that better meet the needs of young people – Creating better outcomes by allowing young people to access services that are youth focussed, integrated and provided in a timely way.
- Create new ideas and partnerships – Families and young people, government, business, community and philanthropic organisations all working in partnership to deliver a range of outcomes for young people.

## **Federal Government Research and policies**

### **National Strategy for Young Australians - 2010**

The National Strategy for Young Australians highlights the vision that all young people can and should grow up safe, healthy, happy and resilient. The National Strategy highlights eight priority areas: health and wellbeing, education, families, communities, online, work, early intervention and safety. The aims are:

- Equipping young Australians to shape their own futures through education
- Supporting young Australians within their families
- Empowering young Australians to take part and be active in their communities

- Equipping young Australians with the skills and personal networks they need to gain and be successful in employment
- Enabling young Australians to participate confidentially and safely online
- Strengthening early intervention with young Australians to help prevent any problems getting worse and to help young people to get their lives back on track.

DRAFT





# GREATER SHEPPARTON YOUTH STRATEGY & ACTION PLAN

## Budget Implications

Budget implications have been considered in the development of the Action Plan with annual projections provided below. It is important that these are considered as indicative costs only.

Any actions requiring additional funding will be reviewed as part of annual budgetary processes. Grant opportunities will also be sought by Council Officers through government and non government funding bodies to implement actions requiring additional funding.

Greater Shepparton City Council has provided in kind support for the development of the Youth Strategy and Action Plan. This in kind support will continue into the future as the strategy is implemented.

The Greater Shepparton Youth Sector Leadership Group may collectively investigate external funding opportunities to develop and expand programs and projects that will ultimately benefit young people within our community.

Budget	Additional Budget	Current Budget	Additional Funds
Community Youth Development Budget		\$30,000	
<b>TOTAL</b>		<b>\$30,000</b>	

Expenditure	Budget Required	Current Budget	Additional Funds
Establishment and support of the Greater Shepparton Youth Sector Leadership Group	\$4,000 Annual	\$4,000	0
Ensuring young people are represented, consulted and considered in Council Strategic documents	\$3,000 Annual	\$3,000	0
Actively promote young people's use of broader community facilities and attendance at community activities and events	\$2,000 Annual	\$2,000	0
Explore future partnership opportunities to develop youth participation and engagement models to enhance youth participation in the community on Council needs.	\$1,000 Annual	\$1,000	0
Establish a 'Growing Local Democracy' Program	\$3,000 Annual	\$3,000	0
Investigate potential opportunities to promote an innovative and contemporary visual display of youth culture within the community through community art	\$25,000 One off project	0	\$25,000
Promote coordinated regional approach for the acknowledgement and celebration of young people in National Youth Week	\$3,000 Annual	\$3,000	0

Develop contemporary and innovative model of experience, employment and entrepreneurships that aim to build the capacity of young people.	\$15,000 One off project	0	\$15,000
Support opportunities for young people to participate in volunteering coordinated by Council.	\$3,000 Annual	\$3,000	0
Investigate alternate models that provide Mall Management support.	\$1000 One off Project	\$1000	0
Deliver the Youth Safety Consultation Report to local businesses within the CBD to highlight the views of young people regarding safety in the Mall.	\$1500 One off project	\$1500	0
Council to incorporate young people's ideas into the current Maude Street Mall design and Vaughan Street redevelopment project.	\$12,000 One off project	\$2000 (consultation activities)	\$10,000
Investigate the feasibility of purchasing a 'Big Screen' as part of the Mall redevelopment plan including investigation of ongoing costs.	Permanent Structure \$100,000 One off project	0	\$100,000
Liaise with local youth service organisations, education settings and internal Council departments to investigate the delivery of activities for young people in the Mall and wider community.			
Youth Nightclub	\$10,000 Annually	0	\$10,000
Entertainment in the Mall	\$10,000 One off project	0	\$10,000



**YOUNG PEOPLE MATTER!**

### Greater Shepparton Youth Strategy & Action Plan – Consultation Plan

**Level of Consultation:** Involve/Collaborate

**Key stakeholders:** Young people, youth service providers, education settings and internal Council departments

**Consultation Period/s:**

- Initial consultation period July 2011 – May 2012
- Formal Consultation (Section 223) June 2012 – July 2012

Date	Consultation Tools	Activity Plan	Stage
27 July 2011	Meeting	Meeting with consultant appointed for youth sector engagement project to discuss scope of the consultations	Initial set up
1 August 2011	Direct Mail / Email	Letter to key stakeholders - 37 youth service organisations. providers regarding the implementation of the youth sector engagement plan	Providing information and feedback
16 August 2011	Meeting	Meeting with Word and Mouth to discuss youth consultation	Preparing Youth Consultation activity
18 August 2011	Meeting	Meeting with Mooroopna Secondary College regarding youth consultation	Preparing youth consultation activity
19 August	Meeting	Meeting with Mooroopna Secondary students regarding facilitation for youth consultation	Preparing youth consultation activity
22 August 2011	Meeting	Meet with Word and Mouth Youth Committee to brief for facilitation for youth consultation	Preparing Youth consultation activity
23 August 2011	Forum	Workshops with young people regarding potential initiatives to be included within the strategy and action plan	Providing information and seeking feedback
6 September 2011	Email / Letter	Update on progress of the youth sector consultation	Providing information

Date	Consultation Tools	Activity Plan	Stage
		and to advise date for second forum	
September 2011	Survey	Survey distributed to youth sector regarding initial thoughts on the role of Council within the youth space as an alternative for the one to one consultations directed at key strategic organisations	Providing information and seeking feedback
12 September 2011	Meeting	Word and Mouth Committee presentation preparation for youth sector forum	Preparation
14 September 2011	Forum	Initial Youth Sector Forum	Providing Information Seeking feedback
28 September 2011	Meeting	Meeting with appointed consultant to prepare agenda for second youth forum	Preparation for upcoming youth forum
3 October 2011	Email	Email to sector leaders reminding them about participation at the second youth forum	Providing Information
11 October 2011	Forum	Second Youth Sector Forum Identifying key directions for the strategy and prioritisation of potential initiatives	Providing Information and seeking feedback
12 October 2011	Presentation	Briefing to Internal Responsibility Managers regarding key directions as identified by youth sector and young people and request for internal consultations regarding implementation of initiatives identified	Providing Information and seeking feedback
20 October	Email	To Responsibility Managers regarding setting up appointments for internal consultations	Providing information
24 October 2011	Meeting	Meeting with A/ General Manager & A/ CEO regarding strategy	

Date	Consultation Tools	Activity Plan	Stage
25 October	Meeting	Internal Stakeholder Shepparton Art Museum	Providing information and inviting feedback
26 October 2011	Meeting	External Stakeholder Word and Mouth regarding initiatives in Action Plan associated with their organisation	Providing information and inviting feedback
26 October 2011	Meeting	Internal Stakeholder Human Resources	Providing information and inviting feedback
27 October 2011	Meeting	Internal Stakeholder Communications	Meeting cancelled due to time constraints
28 October 2011	Meeting	Internal Stakeholder IT	Providing information and inviting feedback
28 October 2011	Meeting	Internal Stakeholder Rates & Customer Service	Providing information and inviting feedback
31 October 2011	Email	Internal Stakeholder Planning	Providing information and inviting feedback
31 October 2011	Meeting	Internal Stakeholder Business Centre	Providing information and inviting feedback
31 October 2011	Phone call	Internal Stakeholder Goulburn Valley Regional Library Corporation	Providing information and inviting feedback
2 November 2011	Meeting	Internal Stakeholder Communications	Providing Information and inviting feedback
4 November 2011	Meeting	External Stakeholder Mental Illness Fellowship	Providing information and inviting feedback
9 November 2011	Meeting	ELT Meeting to present Draft Strategy and Action Plan	Providing information and inviting feedback
April 2012	N/A	Council agenda report submission for June 2012 Council Meeting	
27 April 2012	Email	External Stakeholders updated regarding progress of Youth Strategy and Action Plan and provided with Final Report from the consultant.	Providing information
9 May 2012	Meeting	Discussion at the Network of Youth Services (NOYS) meeting regarding strategy updates	Providing information
14 May 2012	Meeting	Internal Stakeholder Economic Development	Providing information and inviting feedback
May 2012	Close of pre-	Council briefing on draft	End pre-consultation

Date	Consultation Tools	Activity Plan	Stage
	consultation feedback	report for the Strategy and Action Plan	period
20 June 2012	Council meeting	Recommendation to Council to consider approval of the draft Strategy and Action Plan to consult	Statutory process commences on the Friday following
<b>Formal Consultation Section 223</b>			
2 May 2012	ELT Briefing	Draft provided to ELT 25 April	
22 May 2012	Councillor Briefing		
28 May 2012	ELT Agenda Review		
20 June 2012	Council Approval to Consult		
<b>Community Consultation - Draft</b>			
22 June 2012	Public Notice	Shepparton News	Beginning of consultation
22 June 2012	Website	Front page of Council website	Beginning of Consultation to end of consultation
22 June 2012	Media Release	All Local media – public notice inviting submissions	Beginning of consultation
22 June 2012	Direct Email	Draft copy emailed to key stakeholders	Beginning of Consultation
22 June 2012	Direct Email	Draft copy to be posted to education settings (before the school holidays commence from 29 June 2012)	Beginning of Consultation
22 June 2012	Display	Foyer Display	Duration of consultation
<b>NB – 2 July to 13 July 2012 is School Holidays</b>			
6 July 2012	Feedback display	Discussion with young people in the Maude Street Mall (during school holidays)	During consultation
11 July 2012	Feedback display	Discussion with young people at the Shepparton Skatepark	During consultation
13 July 2012	Feedback display	Discussion with Word and Mouth Voltage Committee.	During consultation
17 July 2012	Feedback display	Discussion with young people attending Aquamoves	During consultation
17 July 2012	Survey	Survey Monkey asking young people to prioritise	One week

Date	Consultation Tools	Activity Plan	Stage
		proposed actions	
18 July 2012	Feedback display	With young people attending RiverConnect	During consultation
19 July 2012	Feedback display	Young people attending MCP (McAuley Champagnat Program)	During consultation
19 July 2012	Forum	Youth Sector Feedback Forum	During consultation
20 July 2012	Feedback display	Young people attending RiverConnect	During consultation
20 July 2012	Feedback display	Notre Dame Year 8 students	During consultations
23 July 2012	Feedback Display	Uniting Care Cutting Edge Diversity Group	During consultations
23 July 2012	Phone Call and Email	Contacted Chamber of Commerce regarding possible partnerships in the future	During consultations
23 July 2012	Submission period closes	Any submissions received to be considered and heard if requested	Close
20 August 2012	ET Briefing		
28 August 2012	Councillor Briefing		
18 September 2012	Council Adoption		

# GREATER SHEPPARTON CITY COUNCIL

## Addendum to Financial Report

### Finance Manager's Overview

The May 2012 Financial Report provides a comprehensive summary of the budget compared to actual financial position. From an operating perspective Council is tracking better than budget at this point. Revenue is currently ahead by \$0.38m and expenditure is behind budget by \$1.49m, resulting in a favourable overall operating position year-to-date of \$1.88m.

The forecast position for end of year reflects an increase in income of \$0.54m and a decrease in expenditure of \$0.38m resulting in an overall favourable forecast which is \$0.92m better than budget..

Capital revenue is tracking ahead of budget by \$0.73m, and a forecast increase of \$0.23m over budget is predicted for end of year. Capital expenditure is tracking \$5.19m behind budget, with works to the value of \$23.8m out of a total budget of \$34.8m having been completed. There are a number of timing variances at this point as we move into the final month of the financial year. An assessment will be made during June as to the capital projects that will be carried forward into the 2012/2013 financial year and require funds to be carried forward; estimates place this figure at approximately \$7m.

Investments are tracking as expected, with \$27.6m invested. The average interest rate is 5.3%, which is above the 90 day bank bill rate of 4.1%. Council has a diverse investment portfolio, which includes local banking institutions. Council actively manages investments to maximise returns within Council's Investment Policy guidelines. Recent reductions in the official cash note will see a reduction in the interest notes the Council receives.

Sundry Debtors are running below this time last year due to large current invoices being paid on time. Sundry Debtors are within acceptable limits and are being actively managed. The largest current outstanding invoice is for the Regional Development Victoria final installation for the Shepparton Art Museum (\$330k). Rates debtors are running on target when compared to 2010/11.

Further details and explanations are contained in the financial report.





# FINANCIAL STATEMENTS

2011-2012 FINANCIAL YEAR TO DATE AS AT

31 May 2012



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# Greater Shepparton City Council

## Financial Narrative

### 31 May 2012

#### Summary

As at 31 May 2012, Greater Shepparton City Council reports an operating surplus of \$14.12m, which is \$1.88m higher than expected. This surplus comprises revenue of \$99.59m and expenditure of \$85.47m. The end-of-year forecast estimates that the operating surplus will be \$8.84m, \$0.92m higher than the Mid Year Budget.

Capital expenditure totalling \$23.83m has been recorded to 31 May 2012. This equates to a total of 68% of the total capital expenditure budget with 92% of the year passed. The end-of-year forecast for capital expenditure indicates that \$27.06m is required for works, which is \$7.73m less than the Mid Year Budget of \$34.80m. It should be noted however that the forecast budget of \$27.06m represents total expected works for 2011/2012 and excludes a number of projects which will be incomplete at 30 June due to timing delays and therefore funds will be required to be carried forward into 2012/2013 in order to complete jobs. Indication of these projects will be available at 30 June 2012.

#### Income Statement

Operating revenue of \$99.59m is \$0.38m ahead of budget, while operating expenses of \$85.46m are \$1.49m behind budget. The end-of-year forecast estimates that an additional \$0.54m of revenue is expected to be received, while expenditure is forecast to be under by \$0.38m.

- 1 Operating grants and contributions are \$0.11m ahead of budget. The major variances are:
  - An unbudgeted amount of \$0.15m, being auspiced funds for Fairley Leadership Provincial Leaders Development Program
  - Additional \$0.31 from DPCD received for Community Connection projects
- 2 Capital grants and contributions report as \$0.26m behind budget. The variances relates to:
  - Budgeted grant of \$0.90m for the redevelopment of the Art Museum. Actual amount received to date is \$0.60m. The outstanding amount is expected to be received in June.
  - Contributed Assets reporting \$0.74m less than expected at this time, but will be finalised in June.
- 3 Interest Revenue is tracking \$0.15m behind budget. This variance is predominantly due to the Council receiving lower than expected interest rates on Treasury Investments. Council is actively pursuing longer term investments to try and minimise this result.
- 4 User fees and charges revenue is reported as \$0.20m behind budget. This is mainly due to lower program costs for schools and facilities.
- 5 Statutory Fees are \$0.14m behind budget. The variance relates to:
  - \$0.05m behind in Building/Planning fees and fines due to the reallocation of planning and building service fees to the General Enquiry account
  - \$0.03m behind in Cat registrations as registration and property checks
  - \$0.02m behind in Local laws fees and fines purely as a timing issue. Final fines will be issued in June.
- 6 Proceeds from Sale of Assets is currently \$0.94m ahead of budget. This timing issue is due to the settlement of Chas Johnson Reserve occurring of the 29th of May rather than in June.
- 7 Other operating revenues are tracking \$0.27m ahead of budget. This variance is a result of internal adjustments required as part of correcting prior financial year accruals.
- 8 Parking fees and fines are reported to be \$0.21m behind budget and is primarily due to Parking Infringements which reports as \$0.16m behind largely due to staff vacancies.
- 9 Employee benefits report as \$0.27m ahead of budget. The primary variances are:
  - Aquamoves staff overspent by \$0.06m which reflect staff required over the summer period
  - Operations staff annual leave currently \$0.09m overspent due to staff accessing higher levels of annual leave than anticipated
  - February/March 2012 Flood event salary expenditure of \$0.17m which was not budgeted for

Greater Shepparton City Council  
**Financial Narrative**  
**31 May 2012**

- 10 Materials and Consumables are \$1.75m behind budget. Major variances by program include:
- Aquatic facilities - \$0.10m, \$0.08m of this relates to delays in upgrades at the Murchison Pool which will need to be carried forward and completed in 2012/2013
  - Children's Services - \$0.27m which includes a \$0.05m underspend in consultancy fees for these activities have been moved to 2012/2013
  - Corporate Services - \$0.26m which includes a \$0.09m underspend in rates legal fees due to legal action being delayed for six weeks due to the floods
  - Environmental Management - \$0.26m where an underspend of \$0.09m has occurred due to flood mitigation consultants not being utilised this year, and will be carried over to 2012/2013
  - Other Community Programs - \$0.37m including an underspend of \$0.18m for the Kaiela Institute, which will also be carried forward to 2012/2013.
  - Sports facilities - \$0.19m, primarily due to an underspend in the COAG Healthy Community Projects of \$0.10 which it to be carried forward to 2012/2013.
  - Tourism - \$0.09m, \$0.04m relates to an underspend in Events Support consultants, who will be completing two large projects during June and providing invoices for this work
  - Waste Management - \$0.23m, which is predominately due to delays Concrete Crushing, which is now due to occur in June 2012.

**Balance Sheet**

- 1 Payables have decreased by \$3.35m largely due to payment of accrued expenses from 30 June 2011
- 2 Total equity has increased by \$14.12m to \$656.02m for the financial year to 31 May 2012. Equity movement is directly linked to operating surplus for the year to date.

**Investments**

Investments have increased by \$2.15m since April, from \$25.50m to \$27.65m. This is due to the final rates instalment being paid in May. The average interest rate on investments is 5.3%. Investments are higher than expected at this point in the year as a direct result of delays experienced in the capital works program, however the projects will be carried forward and funds used in early 2012/2013.

**Capital**

Capital revenue of \$8.88m is ahead of budget by \$0.73m, while capital expenditure of \$23.83m is \$5.19m behind budget. There are a number of individual items which explain these variances with further details provided on page 7 of this report.

Greater Shepparton City Council  
**Income Statement**  
for period ending May 2012

	2011/2012 Mid Year Budget \$	2011/2012 Forecast \$	2011/2012 YTD Budget \$	2011/2012 YTD Actual \$	2011/2012 YTD Variance (Fav)/Unfav \$	2011/2012 YTD Variance (Fav)/Unfav %	Note
<b>Revenue</b>							
Rates and Charges	53,779,568	53,698,939	53,736,795	53,694,520	42,275	0.1%	
Operating Grants and Contributions	19,623,859	19,804,487	18,518,690	18,625,134	(106,444)	(0.6%)	1
Capital Grants and Contributions	8,729,894	8,972,255	7,672,822	7,410,648	262,174	3.4%	2
Interest	1,646,930	1,657,995	1,522,747	1,371,272	151,475	9.9%	3
User Charges	12,729,507	12,844,436	11,790,010	11,574,026	215,984	1.8%	4
Statutory Fees	2,381,865	2,267,428	2,130,282	1,986,943	143,339	6.7%	5
Proceeds from Sale of Assets	1,539,000	1,525,000	478,828	1,468,829	(990,001)	(206.8%)	6
Other	1,085,051	1,321,053	968,457	1,241,228	(272,771)	(28.2%)	7
Parking Fees and Fines	1,914,600	1,829,600	1,733,404	1,526,120	207,284	12.0%	8
Rent	688,218	736,900	654,291	691,881	(37,590)	(5.7%)	
<b>Total Revenue</b>	<b>104,118,492</b>	<b>104,658,093</b>	<b>99,206,326</b>	<b>99,590,601</b>	<b>(384,275)</b>	<b>(0.4%)</b>	
<b>Expenses</b>							
Employee Benefits	35,634,985	35,431,280	32,302,447	32,579,114	276,667	0.9%	9
Materials and Consumables	27,841,635	28,761,755	25,225,009	23,475,932	(1,749,077)	(6.9%)	10
External Contracts	10,457,028	10,619,174	9,516,494	9,567,480	50,986	0.5%	
Utilities	2,356,241	2,405,884	2,113,272	2,075,846	(37,426)	(1.8%)	
Borrowing Costs	1,075,134	1,075,134	570,132	566,313	(3,819)	(0.7%)	
Depreciation and Amortisation	18,650,763	17,339,028	17,096,541	17,096,530	(11)	(0.0%)	
Written Down Value of Assets Sold	183,800	183,800	136,611	105,153	(31,458)	(23.0%)	
<b>Total Expenses</b>	<b>96,199,586</b>	<b>95,816,055</b>	<b>86,960,506</b>	<b>85,466,369</b>	<b>(1,494,137)</b>	<b>(1.7%)</b>	
<b>Surplus/(Deficit) for the period</b>	<b>7,918,906</b>	<b>8,842,038</b>	<b>12,245,820</b>	<b>14,124,232</b>	<b>(1,878,412)</b>	<b>(15.3%)</b>	

Greater Shepparton City Council  
**Balance Sheet**  
for period ending May 2012

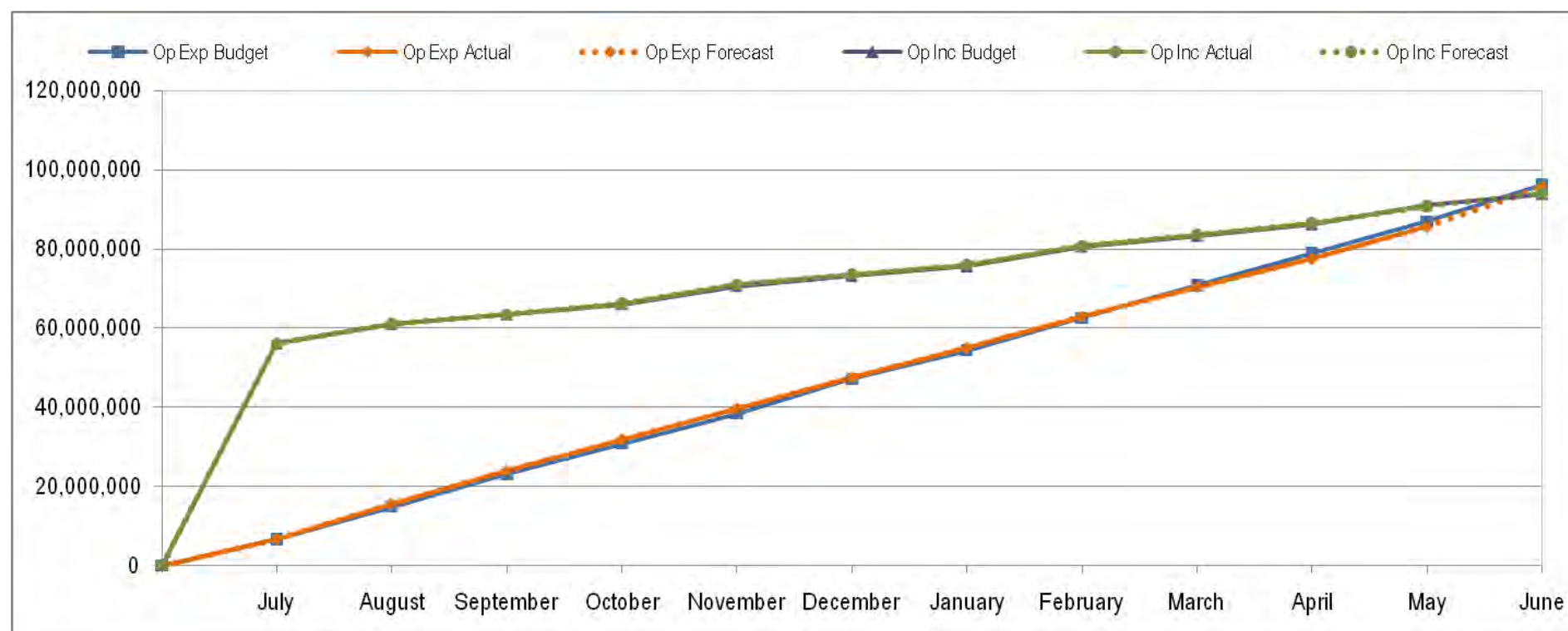
	2011/2012 Mid Year Budget	June 2011	May 2012	Note
	\$	\$	\$	
<b>Current Assets</b>				
Cash	3,000,000	2,017,104	2,985,318	
Receivables	6,000,000	6,129,104	6,261,008	
Investments	19,251,360	26,554,082	27,649,202	
Other	75,000	74,396	198,070	
Non Current Assets Held for Resale	-	-	-	
<b>Total Current Assets</b>	<b>28,326,360</b>	<b>34,774,685</b>	<b>37,093,597</b>	
<b>Non Current Assets</b>				
Receivables	-	0	0	
Infrastructure	672,236,248	637,096,890	646,050,763	
Other	2,400,000	1,371,049	1,371,049	
<b>Total Non Current Assets</b>	<b>674,636,248</b>	<b>638,467,939</b>	<b>647,421,812</b>	
<b>Total Assets</b>	<b>702,962,608</b>	<b>673,242,625</b>	<b>684,515,409</b>	
<b>Current Liabilities</b>				
Payables	9,286,728	7,744,926	4,394,416	1
Interest Bearing Liabilities	300,355	83,528	20,513	
Trust Funds	2,200,000	2,407,101	2,107,302	
Employee Benefits	7,000,000	7,290,255	7,276,650	
Other	-	-	1,018,402	
<b>Total Current Liabilities</b>	<b>18,787,083</b>	<b>17,525,811</b>	<b>14,817,283</b>	
<b>Non Current Liabilities</b>				
Payables	300,000	268,417	268,417	
Employee Benefits	740,000	731,778	731,778	
Interest Bearing Liabilities	17,324,518	12,824,518	12,681,597	
<b>Total Non Current Liabilities</b>	<b>18,364,518</b>	<b>13,824,713</b>	<b>13,681,793</b>	
<b>Total Liabilities</b>	<b>37,151,601</b>	<b>31,350,524</b>	<b>28,499,076</b>	
<b>Net Assets</b>	<b>665,811,007</b>	<b>641,892,101</b>	<b>656,016,333</b>	
<b>Represented By</b>				
Accumulated Surplus	291,190,101	283,271,194	297,395,426	
Reserves	374,620,906	358,620,906	358,620,906	
<b>Total Equity</b>	<b>665,811,007</b>	<b>641,892,100</b>	<b>656,016,333</b>	2



Greater Shepparton City Council  
**Cash Flow Statement**  
for period ending May 2012

	2011/2012 Mid Year Budget \$	2011/12 Actual May 2012 \$
<i>Cash flows from operating activities</i>		
Receipts from customers	72,578,809	70,257,818
Payments to suppliers	(76,289,889)	(71,215,927)
Net cash inflow(outflow) from customers(suppliers)	(3,711,080)	(958,110)
Interest received	1,646,930	1,371,272
Government receipts	25,353,753	26,035,782
Other	(1,075,134)	691,881
Net cash inflow(outflow) from operating activities	22,214,469	27,140,825
<i>Cash flows from investing activities</i>		
Property, plant & equipment, infrastructure - receipts	1,539,000	1,468,829
Property, plant & equipment, infrastructure - payments	(34,790,121)	(26,340,383)
Other	-	-
Net cash inflow(outflow) from investing activities	(33,251,121)	(24,871,555)
<i>Cash flows from financing activities</i>		
Proceeds from interest bearing loans and borrowings	5,000,000	0
Repayment of interest-bearing loans and borrowings	(283,173)	(205,936)
Other	-	-
Net cash inflow(outflow) from financing activities	4,716,827	(205,936)
Net increase(decrease) in cash and equivalents	(6,319,825)	2,063,335
Cash and equivalents at the beginning of the year	28,571,185	28,571,185
Cash and equivalents at the end of the year	22,251,360	30,634,520

Greater Shepparton City Council  
**Operating Budget vs Actual**  
 2011/2012 Financial Year to period ending May 2012



#### Expenditure

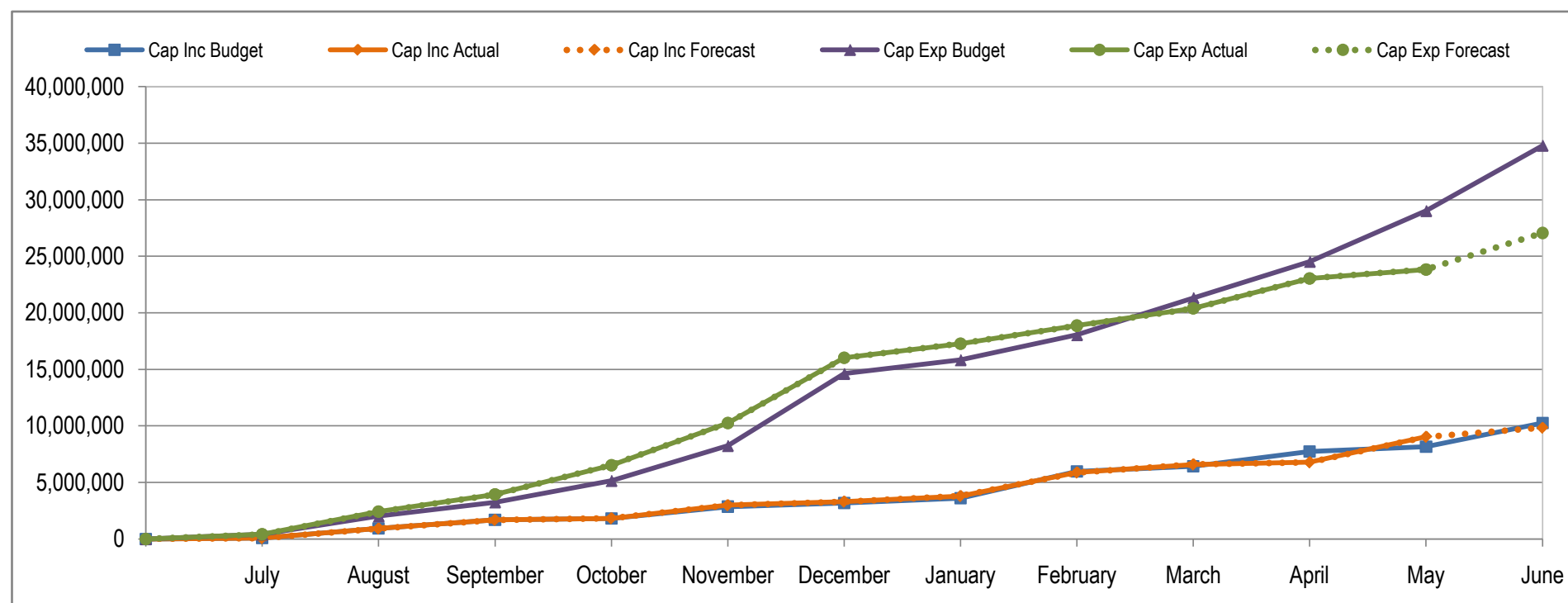
Strategic Objective	2011/2012 E.O.Y. Forecast	2011/2012 Mid Year Budget	2011/2012 YTD Budget	2011/2012 YTD Actuals	2011/2012 YTD Variance (Fav./Unfav.)		
					Variance \$	Variance %	Note
Community Life	35,355,436	36,033,398	32,582,865	32,308,506	(274,359)	(0.8%)	1
Council Organisation and Management	13,902,789	13,826,096	12,117,296	12,369,341	252,045	2.0%	2
Economic Development	6,763,890	6,456,965	5,889,807	5,778,978	(110,829)	(1.9%)	3
Environment	11,437,097	11,613,171	10,519,154	10,012,063	(507,091)	(5.1%)	4
Infrastructure	22,384,151	22,632,847	20,682,364	19,887,352	(795,012)	(4.0%)	5
Settlement and Housing	5,972,693	5,637,109	5,169,020	5,110,129	(58,891)	(1.2%)	
<b>Grand Total</b>	<b>95,816,055</b>	<b>96,199,586</b>	<b>86,960,506</b>	<b>85,466,369</b>	<b>(1,494,137)</b>	<b>(1.7%)</b>	

#### Income

Strategic Objective	2011/2012 E.O.Y. Forecast	2011/2012 Mid Year Budget	2011/2012 YTD Budget	2011/2012 YTD Actuals	2011/2012 YTD Variance (Fav./Unfav.)		
					Variance \$	Variance %	Note
Community Life	17,299,698	17,704,024	16,149,486	15,623,168	526,318	3.4%	6
Council Organisation and Management	57,870,930	57,598,405	57,382,123	57,522,766	(140,643)	(0.2%)	7
Economic Development	3,111,018	3,205,901	2,900,445	2,991,855	(91,410)	(3.1%)	
Environment	11,570,279	11,248,408	10,923,006	11,140,289	(217,283)	(2.0%)	8
Infrastructure	2,406,633	2,401,810	2,148,128	1,764,606	383,522	21.7%	9
Settlement and Housing	1,902,280	1,691,050	1,551,488	1,668,441	(116,953)	(7.0%)	10
<b>Grand Total</b>	<b>94,160,838</b>	<b>93,849,598</b>	<b>91,054,676</b>	<b>90,711,124</b>	<b>343,552</b>	<b>0.4%</b>	

Note: Variances over \$100,000 have been investigated further on page 9 of this document.

Greater Shepparton City Council  
**Capital Budget vs Actual**  
 2011/2012 Financial Year to period ending May 2012



#### Expenditure

Strategic Objective	2011/2012 E.O.Y. Forecast	2011/2012 Mid Year Budget	2011/2012 YTD Budget	2011/2012 YTD Actuals	2011/2012 YTD Variance (Fav./Unfav.)		
					Variance \$	Variance %	Note
Community Life	5,462,155	6,647,068	5,516,317	4,843,990	(672,327)	(12.2%)	1
Council Organisation and Management	393,078	385,000	373,209	359,886	(13,323)	(3.6%)	
Economic Development	5,407,419	7,833,790	5,735,333	5,025,441	(709,893)	(12.4%)	2
Environment	3,170,396	3,371,538	3,110,311	1,980,766	(1,129,545)	(36.3%)	3
Infrastructure	12,331,475	13,856,260	12,066,354	11,538,554	(527,800)	(4.4%)	
Settlement and Housing	299,784	2,705,200	2,219,205	82,316	(2,136,889)	(96.3%)	4
<b>Grand Total</b>	<b>27,064,307</b>	<b>34,798,856</b>	<b>29,020,729</b>	<b>23,830,953</b>	<b>(5,189,776)</b>	<b>(17.9%)</b>	

#### Income

Strategic Objective	2011/2012 E.O.Y. Forecast	2011/2012 Mid Year Budget	2011/2012 YTD Budget	2011/2012 YTD Actuals	2011/2012 YTD Variance (Fav./Unfav.)		
					Variance \$	Variance %	Note
Community Life	1,012,076	940,076	876,476	995,275	(118,799)	(13.6%)	5
Council Organisation and Management	0	0	0	0	0		
Economic Development	1,648,511	1,605,685	601,803	1,487,977	(86,174)	(147.3%)	6
Environment	460,485	405,360	324,288	55,125	269,163	83.0%	7
Infrastructure	4,376,183	4,288,773	4,073,346	4,016,497	56,849	1.4%	
Settlement and Housing	3,000,000	3,029,000	2,275,737	2,324,602	(48,865)	(2.1%)	
<b>Grand Total</b>	<b>10,497,255</b>	<b>10,268,894</b>	<b>8,151,650</b>	<b>8,879,477</b>	<b>(727,827)</b>	<b>(8.9%)</b>	

Note: Variances over 10% have been investigated further on page 10 of this document.

# Greater Shepparton City Council

## Budget vs Actual Notes

### 31 May 2012

#### OPERATING

##### Expenditure

- 1 Community Life has an underspend of \$0.27m. The main drivers of this variance are:
  - Kaiela Gallery from Community Programs reports an underspend of \$0.18m which relates to delays in payments to Kaiela Gallery associated with auspiced funds.
  - Children's Services Best Start Program Salary reports an underspend of \$0.13m. These project staff are not required this financial year.
- 2 Council Organisation and Management has an overspend of \$0.25m. The main variances relate to:
  - IS Annual Maintenance/Licences/Internet reports an overspend of \$0.18m. This \$0.18m will be moved to prepayments as part of the year end process.
- 3 Economic Development is reporting an underspend of \$0.11m related to several smaller underspends being:
  - - Events Support consultants (\$40k), general expenditure (\$38k) and salary (\$34k). Variances are a result of large projects that are currently being concluded, such as the Sports Capabilities Assessment, as well as a vacant.
- 4 Environment has an underspend of \$0.51m. The main drivers of this variance are:
  - - \$0.20m on the contract for concrete crushing which is not expected to occur until June
  - - A number of smaller variances such as Cosgrove operations (\$82k), Ardmona operations (\$31k), street cleaning - plant (\$35k), compost operations (\$18k) and organics disposal (\$15k).
- 5 Infrastructure is reporting an underspend of \$0.80m with the notable driver being:
  - An underspend of \$112k is being reported for grading maintenance materials and supplies, an underspend of \$83k in kerb and channel repairs and maintenance and \$53k in footpath maintenance. These variances are due to resourcing issues, with some additional expenditure to occur in June.
  - There are also a number of minor variances that contribute to the overall variance.

##### Income

- 6 Community Life is \$0.53m behind their expected operating income at this point in the financial year. The significant variance relates to:
  - - Best Start grant of \$0.20m not yet received. Grant will be paid as a bulk amount of \$0.25m in June.
  - - Kaiela Institute (\$0.16m) and Murchison Operation grants (\$0.11m) have been delayed and are due early 2012/13.
- 7 Council Organisation and Management is reporting favourable income of \$0.14m over budget. The main drivers are:
  - Insurance claims from the March 2010 storm has been partially received with the remainder to arrive in June, creating a \$0.10m favourable variance as at 31 May.
  - Accounting adjustments totalling \$0.36m for prior financial year accruals were made impacting on overall reporting position, but are not a cash item.
- 8 Environment is reporting a \$0.22m variance ahead of budget. The main factors being:
  - - Cosgrove waste management operations income \$0.12m is part due to the additional internal transfers to facility
  - Receival of a \$0.02m grant for the analogue TV disposal for waste management administration
- 9 Infrastructure is running under budget by \$0.39m at 31 May 2012. The contributing factors include:
  - September 2010 Flood claims still being processed, expected \$0.08m in 2012/13
  - Parking infringement income \$0.16m under budget due to timing between issue of infringements and payment received
  - Rumbalara Rd and shared path contributions delayed and is being negotiated between council and Rumbalara management. Budget YTD is \$0.15m.
- 10 Settlement and Housing has received \$0.12m more income than expected and relates to:
  - Developer Contributions (\$0.16m) received in unexpected payments due to ongoing enforcement activities.

**Greater Shepparton City Council**  
**Budget vs Actual Notes**  
**31 May 2012**

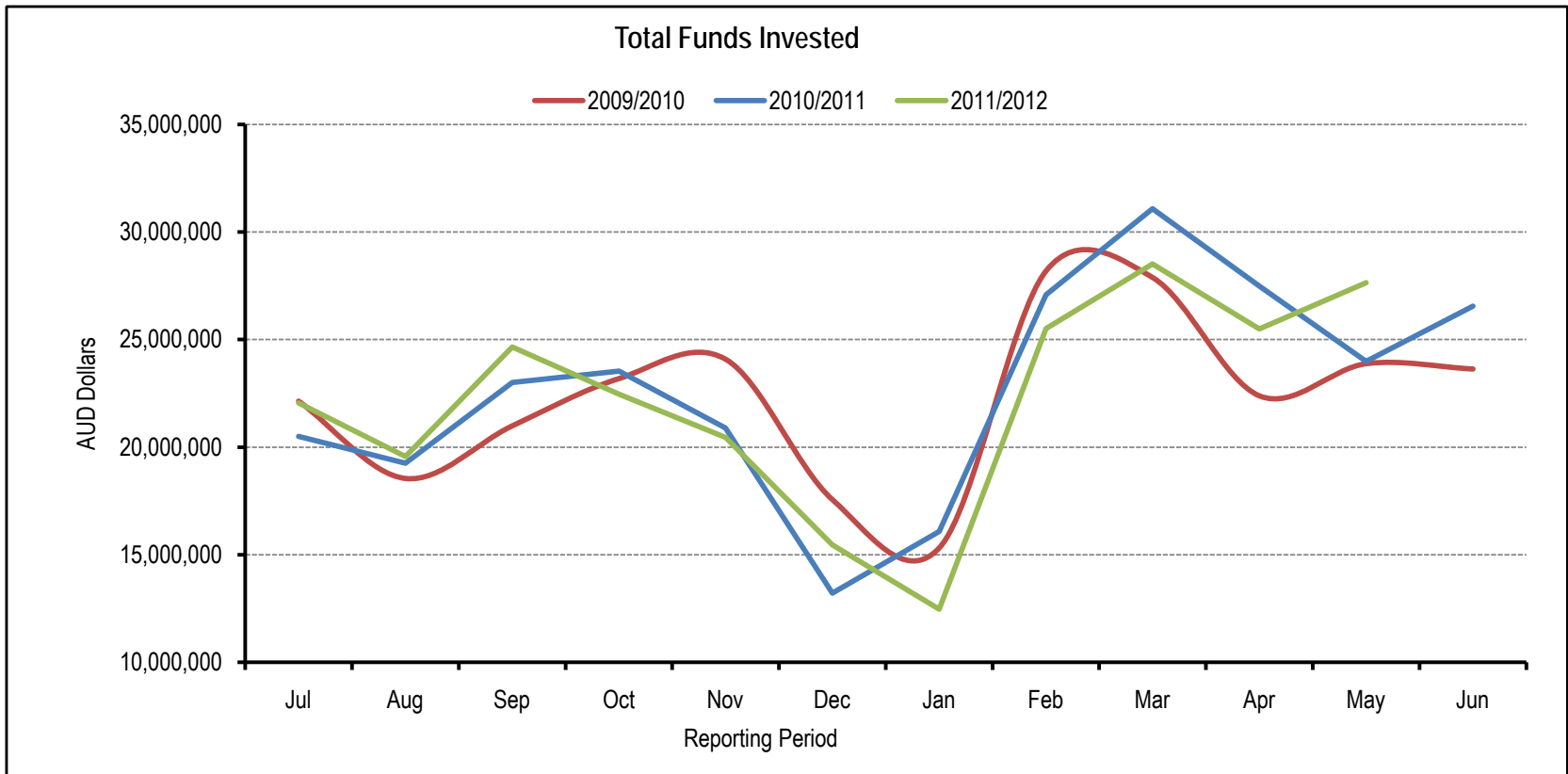
**CAPITAL****Expenditure**

- 1 Community Life reports a \$0.67m underspend against budget. Variances include:
  - - Delays in works on the Shepparton Senior Citizens building due to structural issues (\$0.14m)
  - - Delays in works on the Isobel Pearce Extension which commenced in May, project will be carried forward into 2012/13 (\$0.17m)
  - - Vibert Reserve (\$0.24m under budget) project has been extended over two financial years. This amount is expected to be carried forward to 2012/2013.
- 2 Economic Development is showing an underspend of \$0.71m relating to:
  - Seven Creeks Estate, contribution is behind budget but due in June (\$0.18m)
  - Land Purchases budgeted for not yet spent (\$0.27m)
  - GV Freight Hub Land Purchases have been completed for less than budget (\$0.20m), this amount will be carried forward
- 3 Environment is reporting an underspend of \$1.13m against budget. Significant variances are:
  - Tatura Flood Mitigation works are currently behind budget by \$0.55m, contract works were completed in May and are awaiting final invoice. \$20k is expected to be carried forward to allow for minor drainage works in July 2012.
  - Murchison Landfill rehabilitation works are now at 80 per cent complete with the outstanding payment due to be finalised in May (\$0.23m behind budget).
  - Rural drainage replacement program behind budget \$0.20m. Works have now been successfully contracted and are expected to come back on target by end of financial year.
- 4 Settlement and Housing reports an underspend of \$2.14m against the budget with variance primarily relating to:
  - Mooroopna West DPC floodway has underspent by \$1.35m. This is due to planned land acquisitions not going ahead this year and will be carried forward to 2012/13.
  - - Community Plan Implementation currently \$0.86m behind schedule. End of year forecast has been reduced to reflect that some projects will not go ahead this year, others will be carried forward to 2012/2013.

**Income**

- 5 Community Life reports income that is currently \$0.12m ahead of budget. This is primarily due to:
  - \$0.07m received for the Central Park Recreation Reserve Oval Renewal program, which was unbudgeted for
- 6 Economic Development is ahead of budget by \$0.89m. This is due to \$0.95m being received for the sale of land Chas Johnson Reserve in May, rather than in June when expected.
- 7 Environment is reporting an under receipt of funds by \$0.27m which is for the Tatura Flood mitigation works. This grant is still expected to be received in June 2012.

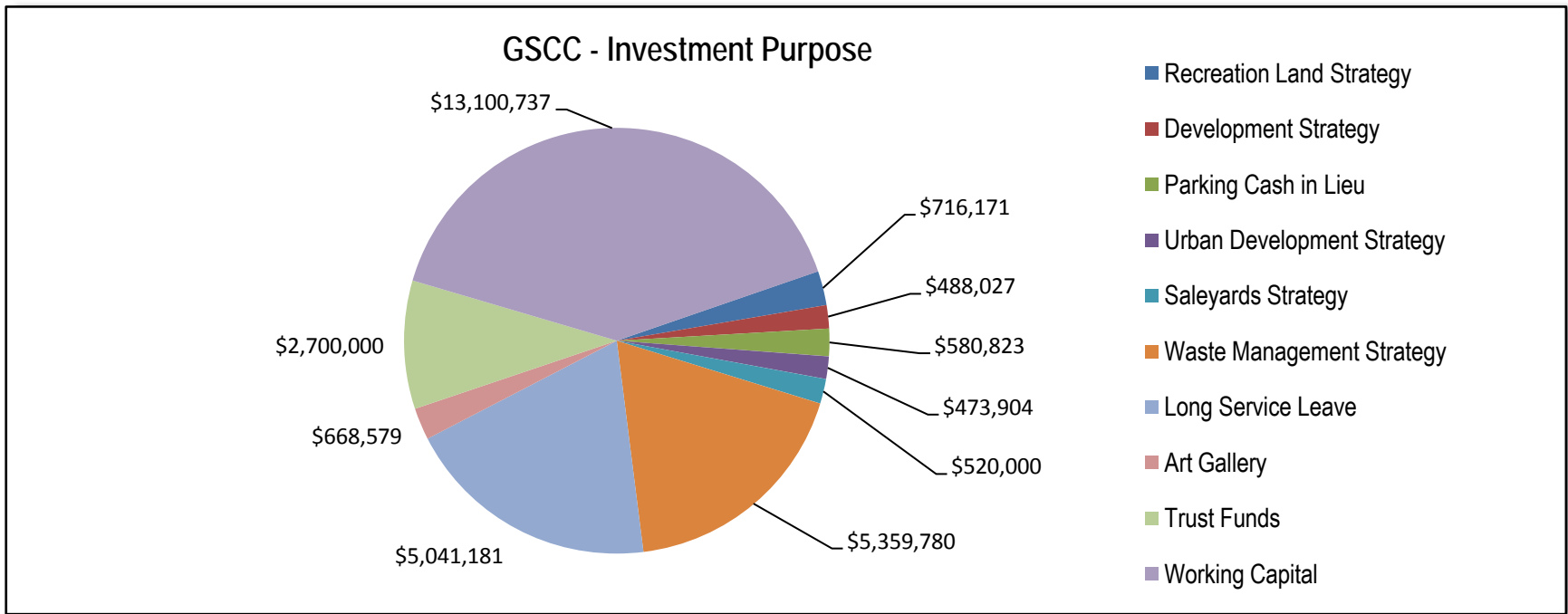
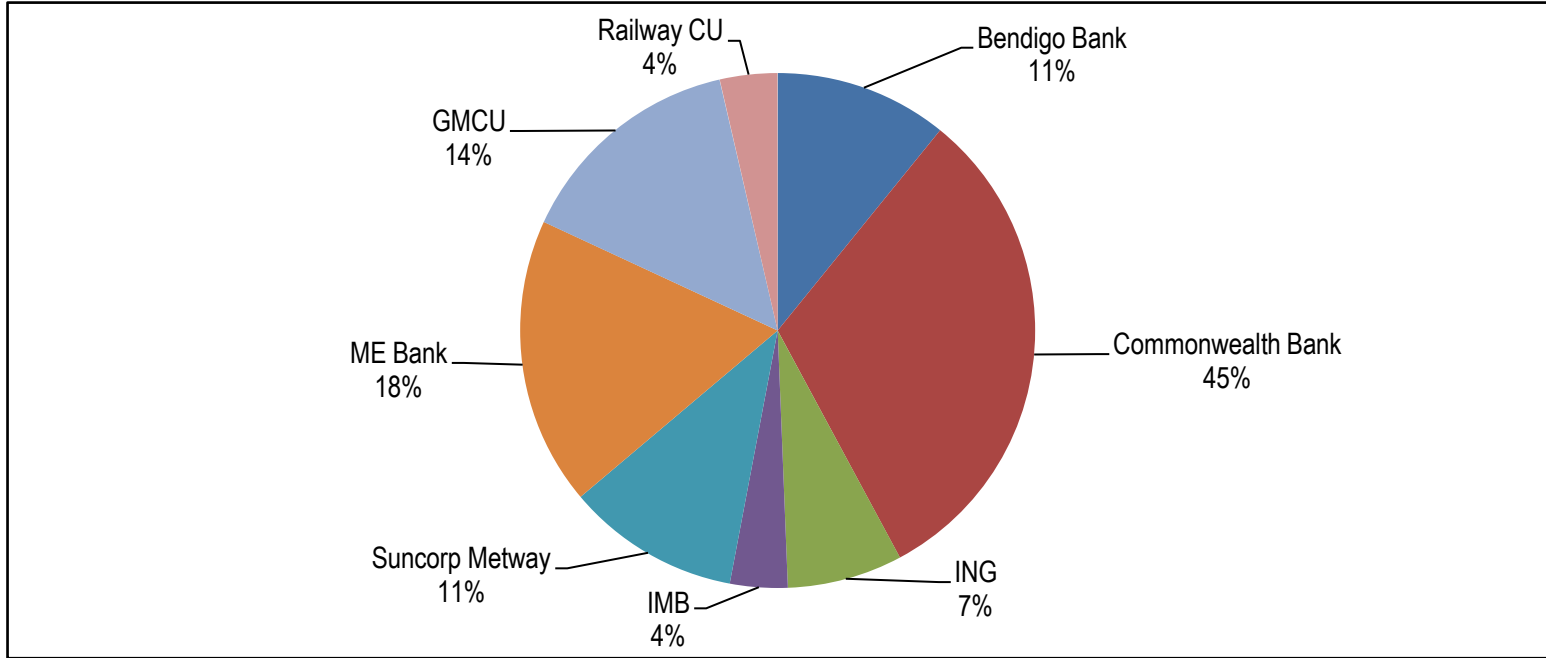
Greater Shepparton City Council  
**Investments Summary**  
 2011/2012 Financial Year to Date at 31 May 2012



**GREATER SHEPPARTON CITY COUNCIL INVESTMENT REGISTER AT 31 MAY 2012**

Investment Body	Purpose of Investment	Rate	Maturity Date	Investment Amount
Bendigo Bank	General Fund	5.7000%	11/07/2012	1,000,000
Bendigo Bank	General Fund	5.3500%	27/11/2012	2,000,000
CBA	General Fund	3.6500%	AT CALL	2,000,000
CBA	Long Service Leave	5.3000%	2/07/2012	5,359,780
CBA	Art Gallery	5.3000%	10/07/2012	549,150
CBA	Fairley Bequest	5.3000%	10/07/2012	33,529
CBA	Rural Water	4.6500%	20/07/2012	36,743
CBA	Saleyards	3.6500%	AT CALL	270,000
CBA	Saleyards	4.7000%	16/07/2012	400,000
GMCU	General Fund	5.5000%	15/11/2012	2,000,000
GMCU	General Fund	5.7500%	7/06/2012	2,000,000
IMB	General Fund	5.7000%	2/07/2012	1,000,000
ING	General Fund	5.9500%	4/06/2012	2,000,000
ME Bank	General Fund	5.7500%	4/07/2012	1,000,000
ME Bank	General Fund	5.4800%	15/08/2012	1,000,000
ME Bank	General Fund	5.6500%	27/08/2012	1,000,000
ME Bank	General Fund	5.9000%	4/06/2012	1,000,000
ME Bank	General Fund	5.6500%	19/06/2012	1,000,000
Railway CU	General Fund	5.8100%	16/07/2012	1,000,000
Suncorp Metway	General Fund	5.6000%	14/11/2012	2,000,000
Suncorp Metway	General Fund	5.4800%	12/06/2012	1,000,000
<b>TOTAL</b>				<b>27,649,202</b>

Greater Shepparton City Council  
**Investments Summary**  
 2011/2012 Financial Year to Date at 31 May 2012



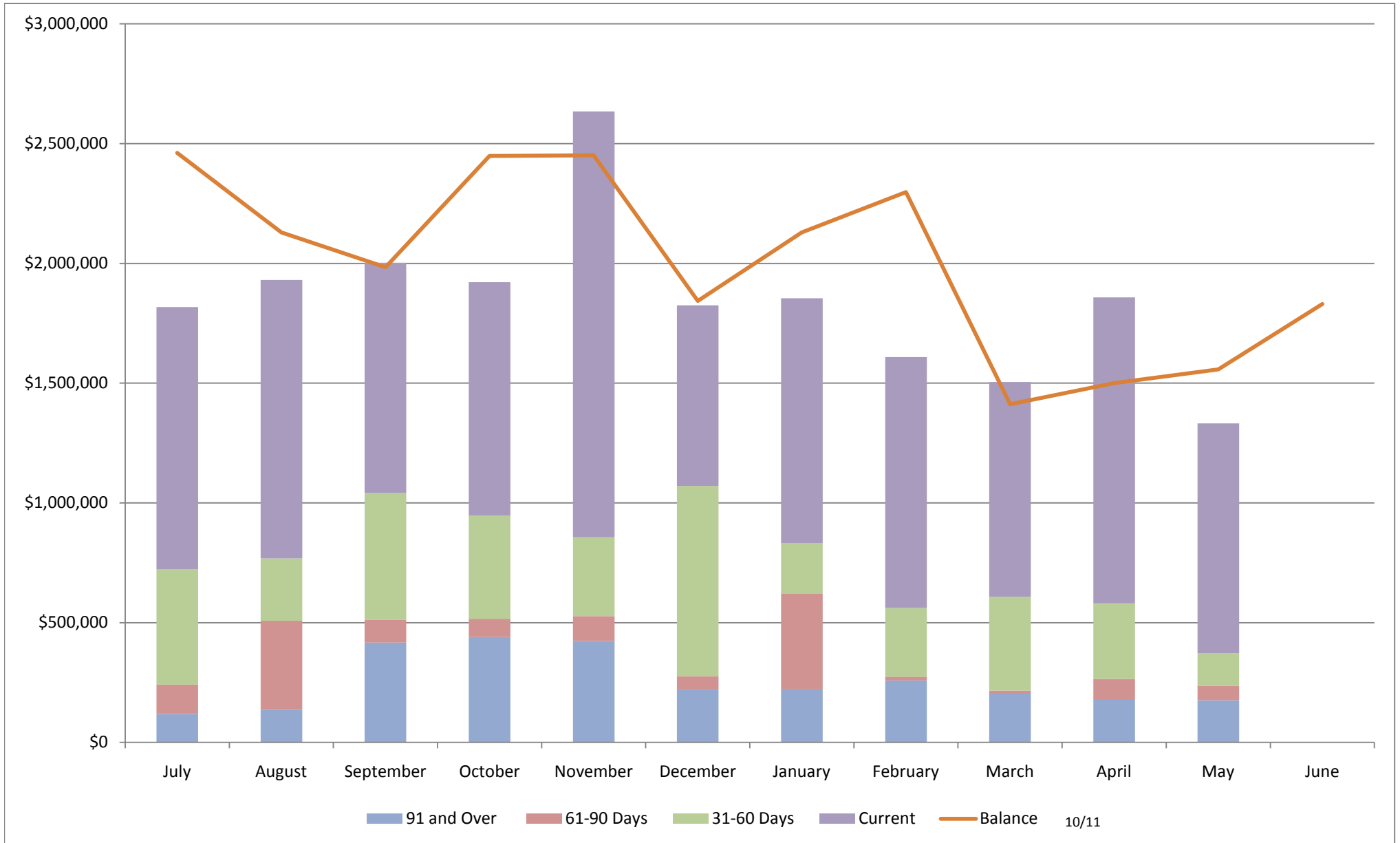
GSCC - INVESTMENT PURPOSE LISTING		
	Purpose	Amount
1	Recreation Land Strategy	\$ 716,171
2	Development Strategy	\$ 488,027
3	Parking Cash in Lieu	\$ 580,823
4	Urban Development Strategy	\$ 473,904
5	Saleyards Strategy	\$ 520,000
6	Waste Management Strategy	\$ 5,041,181
7	Long Service Leave	\$ 5,359,780
8	Art Gallery	\$ 668,579
9	Trust Funds	\$ 2,700,000
10	Working Capital	\$ 11,100,737
		27,649,202

Funds Held Notes:

- \*\* Investments 1,2 and 3 relate to contributions received under planning permit conditions and are subject to use on specific developments which comply with relevant regulations.
- \*\* Investments 4,5 and 6 relate to surplus operational funds maintained in accordance with council process to redirect to capital investments specific to these business areas.
- \*\* Investment 7 is in accordance with regulations requiring Council to hold funds relating to employee entitlements.
- \*\* Investment 8 relates to Art Work sale proceeds and are held for future collection acquisitions.
- \*\* Investment 9 are funds identified and held by council in trust and therefore unavailable for use by Council.
- \*\* Investment 10 are funds held to cover operating and capital expenditure for the remainder of the financial year.

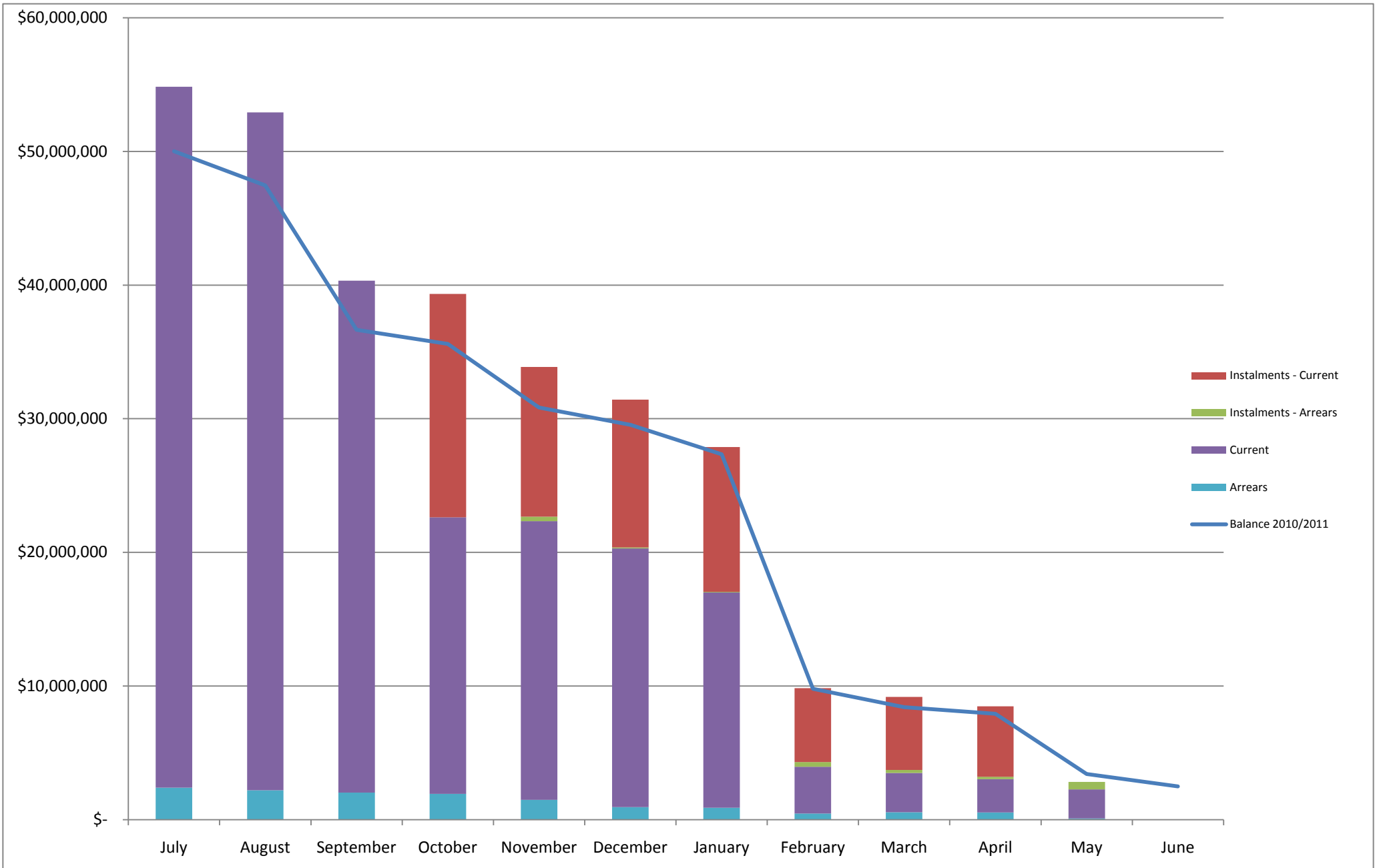
Council's Investment and Cash Management Policy has been complied with and there are no breaches to report.

## Greater Shepparton City Council Comparative Sundry Debtors 2011/2012 Financial Year to Date at 31 May 2012





# City Of Greater Shepparton Comparative Rates Debtors



	March	April	May	Total
<b>Geoff Dobson</b>				
Telephone Rent	\$40.86		\$40.86	\$236.49
Internet Connection				\$0.00
SMS	\$8.23		\$8.88	\$43.98
Calls	\$64.56		\$31.42	\$638.41
Travel	\$1,966.49		-\$832.16	\$1,156.33
Other				\$1,434.28
Allowance	\$5,923.63			\$46,579.68
Vehicle				\$7,535.00
	<u>\$8,003.77</u>	<u>\$0.00</u>	<u>-\$751.00</u>	<u>\$57,624.17</u>

<b>Kevin Ryan</b>				
Telephone Rent	\$40.86		\$40.86	\$235.38
Internet Connection	\$34.50	\$34.50	\$34.50	\$379.50
SMS	\$49.04			\$75.67
Calls	\$78.95	\$86.84	\$42.39	\$762.66
Travel				\$0.00
Other				\$24.33
Allowance	\$5,923.63			\$23,565.98
	<u>\$6,126.98</u>	<u>\$121.34</u>	<u>\$117.75</u>	<u>\$25,043.52</u>

<b>Jenny Houlihan</b>				
Telephone Rent	\$9.09		9.09	\$76.53
Internet Connection	\$50.00	\$50.00	\$50.00	\$550.00
SMS	\$3.28		2.37	\$24.01
Calls	\$69.58		56.56	\$488.69
Travel				\$0.00
Other	\$37.00	\$272.00	-\$26.00	\$969.37
Allowance	\$5,923.63			\$24,009.24
	<u>\$6,092.58</u>	<u>\$322.00</u>	<u>\$92.02</u>	<u>\$26,117.84</u>

<b>Milvan Muto</b>				
Telephone Rent	\$40.86		\$40.86	\$236.49
Internet Connection	\$80.00	\$80.00		\$632.73
SMS	\$17.65		\$25.43	\$144.69
Calls	\$92.60		\$75.92	\$820.42
Travel				\$0.00
Other			\$451.00	\$463.72
Allowance	\$5,923.63			\$23,569.62
	<u>\$6,154.74</u>	<u>\$80.00</u>	<u>\$593.21</u>	<u>\$25,867.67</u>

<b>Michael Polan</b>				
Telephone Rent	\$40.86		\$40.86	\$236.49
Internet Connection				\$0.00
SMS	\$15.97		\$12.45	\$55.01
Calls	\$99.52		\$103.01	\$358.92
Travel	\$856.09			\$856.09
Other	\$660.55	\$272.00		\$9,301.64
Allowance	\$18,329.32			\$50,333.43
Vehicle	\$1,507.00	\$1,507.00	\$1,507.00	\$9,042.00
	<u>\$21,509.31</u>	<u>\$1,779.00</u>	<u>\$1,663.32</u>	<u>\$70,183.58</u>

<b>Cherie Crawford</b>				
Telephone Rent	\$40.86		\$40.86	\$236.49
Internet Connection	\$50.00	\$50.00	\$50.00	\$550.00
SMS	\$0.12			\$0.12
Calls	\$15.94		\$40.41	\$214.12
Travel	\$246.27		\$24.63	\$1,561.76
Other				\$0.00
Allowance	\$5,923.63			\$23,565.98
	<u>\$6,276.82</u>	<u>\$50.00</u>	<u>\$155.90</u>	<u>\$26,128.47</u>

<b>Chris Hazelman</b>				
Telephone Rent	\$36.31		\$36.31	\$212.67
Internet Connection	\$49.99	\$49.99	\$49.99	\$549.89
SMS	\$5.09		\$2.24	\$24.64
Calls	\$38.06		\$33.47	\$683.22
Travel				\$0.00
Other	\$1,691.12			\$3,858.62
Allowance	\$5,923.63			\$23,565.98
	<u>\$7,744.20</u>	<u>\$49.99</u>	<u>\$122.01</u>	<u>\$28,895.02</u>

Catering	\$972.72	\$643.32	\$706.00	\$16,737.31
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Total	\$62,881.12	\$3,045.65	\$2,699.21	\$276,597.58
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"Other" allocations in May for Councillors Dobson, Houlihan and Crawford relate to corrections to the March figures.

Councillors travel from different locations in the municipality to attend to Council business. This means different travel costs are reimbursed.

Councillors also attend conferences and there may be travel costs associated with these conferences.

Catering includes catering for all Council meetings and briefings, together with civic functions and receptions.

**Greater Shepparton City Council**

# **Adaptation action plan for a future with less water**

*Final Report*

**14 May 2012**

Draft for Council endorsement



**RMCG**

Consultants for Business, Communities & Environment

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**Document Review & Authorisation**

**Job Number: 63-G-01**

Document Version	Final/Draft	Date	Author	Reviewed By	Checked by BUG	Release Approved By	Issued to	Copies	Comments
1.0	Draft	19/03/12	R Boyle	C Thompson		C Thompson	J Addison, C Tarelli	1e	For project board review
2.0	Draft for council endorsement	14/05/12	R Boyle, D Poole, C Thompson, S McGuinness			C Thompson	J Addison, C Tarelli	1e	
3.0	Draft for council endorsement	23/05/12	R Boyle				J Addison, C Tarelli	1e	Land use map added

Note: (e) after number of copies indicates electronic distribution

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## Executive Summary

1. RMCG was engaged by the Greater Shepparton City Council to develop a toolkit that contains actions the Council, and other organisations, can adopt to mitigate the likely social and economic impacts of future reductions in water availability on the Greater Shepparton community.
2. The twenty-six toolkit options developed through this project will place the farming and agricultural processing sectors and community of Greater Shepparton in a relatively good position to adapt to living with less water because of the Basin Plan and climate change. Greater Shepparton has many advantages that will assist in its adaptation challenge, relative to other towns. These advantages include a relatively large and diverse population; a strong sense of community; a diverse economy (although it is dominated by farming and farm processing); good soils and access to water; the irrigation modernisation program that is underway; and its proximity to Melbourne and key markets.
3. The project commenced in early November 2011, and concluded in May 2012. It included consultation with a wide range of experts and stakeholders in Greater Shepparton, with community members in Katandra West, west of Tatura and Shepparton East, and with councillors and council officers. The project was funded by the Commonwealth Government as part of its *Strengthening Basin Communities* program.

### REDUCED WATER AVAILABILITY

4. There are two principal drivers of likely reduced water availability for Greater Shepparton in the future:
  - a. The Murray-Darling Basin Plan; and
  - b. Climate change.
5. RMCG developed four future water availability scenarios that were used to focus the development of adaptation toolkit options. The scenarios were:
  - a. The base case – no climate change and no Murray-Darling Basin Plan
  - b. Scenario 1 – no climate change, with Murray-Darling Basin Plan
  - c. Scenario 2 – medium climate change, with Murray-Darling Basin Plan
  - d. Scenario 3 – high climate change, with Murray-Darling Basin Plan
6. The average water use estimates for the four scenarios are compared to historical use in Figure ES1.
7. Two key considerations in planning for the future are, firstly, the uncertainty about how the climate will actually change, and secondly, the likelihood of greater climatic extremes. It is therefore important that the region keep open those options that could assist in social and economic flexibility and adaptation, and make the most of the opportunities that have been identified throughout this toolkit.

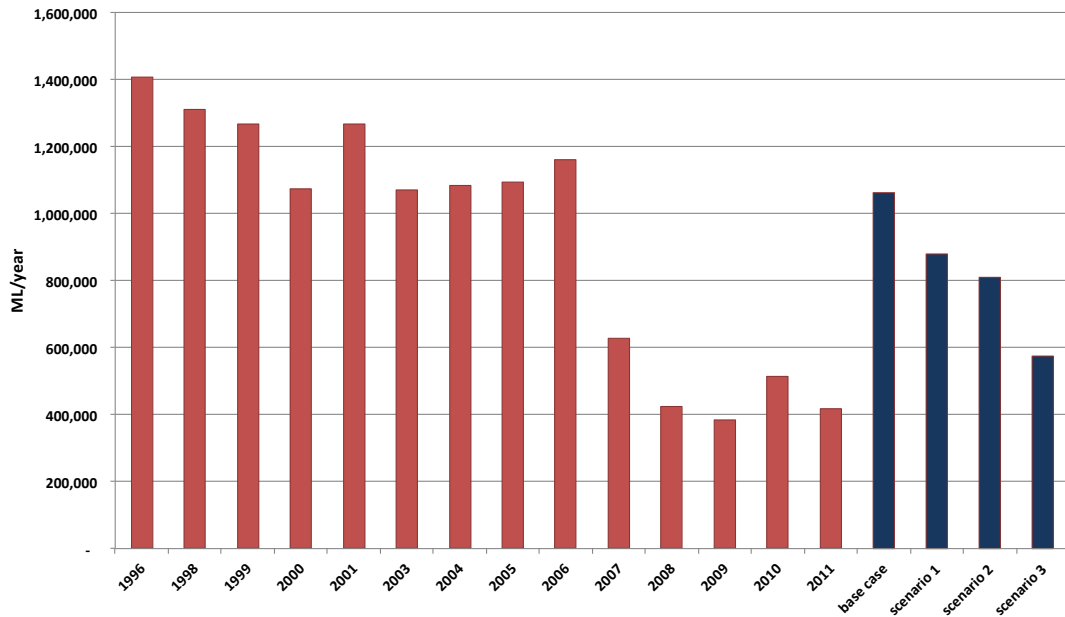


Figure ES1. Study Area irrigation deliveries (water year) compared to the scenarios.<sup>1</sup>

## CASE STUDIES

8. The project brief for this assignment specified that it should use case studies of Tatura West, Katandra West and Shepparton East to support detailed analysis of the potential impacts on agriculture and related industries and development of appropriate 'toolkit options' to reduce these impacts. The three areas include urban/peri-urban and farming land, and each has different features in terms of farming history, irrigation system status, soils and community dynamics.
  - a. Katandra West has been a very successful dairying area, with excellent soils. It is now facing the combined challenges of uneconomically small block sizes, several important barriers to block amalgamation, and a recently-modernised irrigation system that was not accompanied by a rationalisation program and is expensive for irrigators.
  - b. Shepparton East is dominated by apples and pears on small blocks, close to the city. Its irrigation system is yet to be modernised. It faces challenges such as a need for increased intensification of horticulture, and urban encroachment.
  - c. Tatura West is predominantly dairying, mixed grazing and cropping with some horticulture and some non-agricultural use. It has a mixture of large and small properties and many excellent soils. Its irrigation system is being modernised by NVIRP. The area's future farming prospects are promising.

## ADAPTATION TOOLKIT

9. Twenty-six toolkit adaptation options have been developed. They cover horticulture, dairy and mixed farming, and the community. The range of issues they address spans the following topics:
  - a. Protecting Shepparton's business community (B);

<sup>1</sup> RMCG analysis



- b. Decision support (D);
- c. Employment options (E);
- d. Land use change (L);
- e. Managing social impacts (S); and
- f. Water issues (W);
- g. Other (O)

10. The range of options is set out in Table ES1.

**Table ES1. Number of toolkit options for each category and community sector.**

Sector	Category						
	Business	Decision support	Employment	Land use change	Social	Water	Other
Horticulture	6					2	
Dairy and mixed	3	2	2	2		3	2
Community				2	2		

The toolkit is designed so that each option:

- a. Can be lifted out and implemented separately – with cross-referencing to show the links to other options, where links exist;
- b. Clearly sets out the role for council and other organisations – a number of options would be the lead responsibility of other organisations, while others are the lead responsibility of council; and
- c. Includes enough scope and analysis of issues to enable subsequent development of a detailed scope and project plan to implement the option.

11. A number of toolkit options are relevant across farm sectors (Table ES2). The complete suite of toolkit options is summarised in Table ES3.

Table ES2. Options that target more than one farming sector.<sup>2</sup>

Toolkit	Toolkit option title	Horticulture	Dairy and mixed farming
A toolkit to assist horticulture	Improved transport links	✓✓	✓
	Unsealed roads	✓✓	✓
	Improved floodplain and drainage systems	✓✓	✓✓
	Itinerant workers' accommodation	✓✓	✓
A toolkit to assist dairy and mixed farming	Decommissioning earthworks on farm (flooding risk management)	✓	✓✓
	Improved labour access initiatives and skill development	✓✓	✓✓
	Business Investment Models	✓✓	✓✓
	Business Decision Support	✓✓	✓✓
	Workplace training – water management	✓✓	✓✓
	Capitalising on a modernised irrigation system	✓	✓✓
	Land stewardship	✓✓	✓✓
	Road rationalisation	✓	✓✓
A toolkit to assist communities	Water tariff structures	✓✓	✓✓
	Planning permit approvals for consolidation and property redevelopment	✓✓	✓✓
	Managing and preventing conflict between agriculture and neighbouring uses – Right to farm	✓✓	✓✓

<sup>2</sup> ✓✓ = strong relationship, ✓ = moderate relationship

**Table ES3. Summary of toolkit options.**

Toolkit	Toolkit option title	Category	Section of this report	Number	Relevance to case studies	Current priority	Timeframe (financial year ending, indicative)				
							To be scoped	2013	2014	2015	2016 and beyond
A toolkit to assist horticulture	Improved transport links	Business (B)	5.1	B1	Shepparton East, all	High					
	Improving horticultural productive efficiency and competitiveness	Business (B)	5.2	B2	Shepparton East, all	Very high					
	Unsealed roads	Business (B)	5.3	B3	Shepparton East, all	Medium					
	Biosecurity risks	Business (B)	5.4	B4	Shepparton East, all	Medium					
	Shepparton East NVIRP modernisation plan	Water issues (W)	5.5	W1	Shepparton East	High					
	Improved floodplain and drainage systems	Water issues (W)	5.6	W2	All	Medium					
	Diversification of crops/products	Business (B)	5.7	B5	All	High					
	Itinerant workers' accommodation	Business (B)	5.8	B6	All	High					
A toolkit to assist dairy and mixed farming	Irrigated double cropping R&D and extension	Decision support (D)	6.1	D1	Tatura West	Medium – high					
	Mixed farming value adding	Business (B)	6.2	B7	All	Medium – high					
	Value Adding/Processing – Maize drying facility	Business (B)	6.3	B8	Katandra West, Tatura West	Medium – high					
	Decommissioning earthworks on farm (flooding risk management)	Land use change (L)	6.4	L1	All	Medium – high					
	Improved labour access initiatives and skill development	Employment options (E)	6.5	E1	All	Medium – high					
	Business Investment Models	Business (B)	6.6	B9	All	Medium					
	Business Decision Support	Decision support (D)	6.7	D2	All	Medium					
	Workplace training – water management	Employment options (E)	6.8	E2	All	High					
	Research Development and Extension	Other (O)	6.9	O1	All	Medium					
	Capitalising on a modernised irrigation system	Water issues (W)	6.10	W3	All	Very high					
	Land stewardship	Land use change (L)	6.11	L2	All	High					

Toolkit	Toolkit option title	Category	Section of this report	Number	Relevance to case studies	Current priority	Timeframe (financial year ending, indicative)				
							To be scoped	2013	2014	2015	2016 and beyond
	Road rationalisation	Other (O)	6.12	O2	All	Medium					
	Water tariff structures	Water issues (W)	6.13	W4	All	High					
	Shepparton Stock and Domestic Community Water Supply Scheme	Water issues (W)	6.14	W5	Shepparton East	Medium					
A toolkit to assist communities	Planning permit approvals for consolidation and property redevelopment	Land use change (L)	7.1	L3	All	High					
	Managing and preventing conflict between agriculture and neighbouring uses – Right to farm	Land use change (L)	7.2	L4	All	High					
	Community Planning Social support	Managing social impacts (S)	7.3	S1	All	Medium					
	Mental health and well being	Managing social impacts (S)	7.4	S2	All	High					

## Glossary

ABS	Australian Bureau of Statistics
Adaptive management	A structured, iterative process to improve decision-making when knowledge is uncertain. Adaptive management aims to reduce uncertainty over time by incorporating new knowledge and learning into decision-making, such as from system monitoring. (source: MDBA)
Allocation (water)	The specific volume of water allocated to water access entitlements in a given season, given accounting period, defined according to rules established in the relevant water plan.
APAL	Apple and Pear Australia Limited
Base case	Conditions regarded as a reference point for the purpose of comparison.
Basin Plan	A plan for the integrated management of the water resources of the Murray–Darling Basin, to be adopted by the minister under s. 44 of the <i>Water Act 2007</i> (Cwlth). Note there are two related documents: <ol style="list-style-type: none"> <li>1. The <i>Guide to the proposed Basin Plan</i> was published in October 2010; and</li> <li>2. The <i>Proposed Basin Plan</i> is a statutory requirement that must be published as part of a consultative process set out in the <i>Water Act 2007</i> (Cwlth). It has not yet been published as at May 2011.</li> </ol>
Buyback	Purchase of water for the environment. Buyback may target allocations or entitlements, and may be undertaken by a range of entities. To date, most buybacks have been by state government or Commonwealth agencies, but non-government organisations have also recently engaged in buyback.
Cap (the Murray–Darling Basin Cap on diversions)	A limit, implemented in 1997, on the volume of surface water that can be diverted from rivers for consumptive use. Under the Basin Plan, the Cap will be replaced by long-term average sustainable diversion limits (SDLs). (source: MDBA)
Carryover	A way to manage water resources and allocations that allows irrigators to take a portion of unused water from one season into the new irrigation season. (source: MDBA)
CDL	Current Diversion Limit (Long-term average diversions allowable under existing state and territory water resource management plans, or the Cap on diversions where no plan exists, or the current level of development where neither a plan nor the Cap exists.(source: MDBA))
CEWH	Commonwealth Environmental Water Holder
Cth, Cwlth	Commonwealth (Australian) Government
DPI	Department of Primary Industries
dryland	Farming that is dependent on natural rainfall
DS	Delivery Share
EC	Exceptional Circumstances
Entitlement (water)	A perpetual or ongoing entitlement to exclusive access to a share of water from a specified consumptive pool as defined in the relevant water plan.
Environmental Watering Plan	A plan to restore and sustain the wetlands and other environmental assets of the Basin and to protect biodiversity dependent on the Basin water resources. (source: MDBA)
Environmentally sustainable level of take	The level of water extraction from a particular system which, if exceeded, would compromise key environmental assets or ecosystem functions and the productive base of the resource.
FGV	Fruit Growers Victoria
GBCMA	Goulburn-Broken Catchment Management Authority
GMID	Goulburn Murray Irrigation District (Victoria)
GMW	Goulburn-Murray Water
GoTAFE	Goulburn Ovens Institute of TAFE

GRDC	Grain Research and Development Corporation
GSCC	Greater Shepparton City Council
GVAP	Gross Value of Agricultural Production
GVIAP	Gross Value of Irrigated Agricultural Production
GVLink	Goulburn Valley Link Intermodal project
ha	Hectares
HRWS	High reliability water share (water entitlements)
Key environmental asset	An environmental feature deemed 'key' for the purposes of the Basin Plan because it meets at least one of five criteria set by the Murray–Darling Basin Authority. (source: MDBA)
LGA	Local Government (council, municipality) Area
LRWS	Low reliability water share (water entitlements)
LTCE	Long Term Cap Equivalent. An average that takes into account the different characteristics of water entitlements and allocations in New South Wales, Victoria and South Australia, and their reliability. This creates a common unit of measure, allowing equitable comparison of a broad range of water recovery measures. (source: MDBA)
MDB	Murray-Darling Basin
MDBA	Murray-Darling Basin Authority
NRSWS	Northern Region Sustainable Water Strategy (Vic)
NSW	New South Wales
NVIRP	Northern Victoria Irrigation Renewal Project. A two-stage project to modernise and rationalise irrigation infrastructure in the Goulburn-Murray Irrigation District of northern Victoria, to deliver improved water efficiency, better service delivery and increased on-farm productivity. The project's resulting water savings are to be shared between irrigators, the environment and supply to Melbourne. (source: MDBA)
NWI	National Water Initiative
OFIEP	On-farm irrigation efficiency program (Cth)
Overallocation	Occurs when the total volume of water that can be extracted by the holders of access rights at a given time exceeds the environmentally sustainable level of take for those water resources.
Ramsar Convention	The Convention on Wetlands of International Importance is an intergovernmental treaty that provides the framework for national action and international cooperation for the conservation and wise use of wetlands and their resources.
RDA	Regional Development Australia (committee)
RD&E	Research, development and extension
RDV	Regional Development Victoria
Risk allocation	When there are reductions to the volume or change to the reliability of an entitlement holder's water allocation from the Basin Plan, the risks are shared between individual entitlement holders and governments, according to a formula in the <i>Water Act 2007</i> (Cwth) that recognises climate change and other natural events, new knowledge and changes in government policy. (source: MDBA)
RMCG	RM Consulting Group
RTB	Restoring the Balance buyback program (Cth)
SA	South Australia

SDL	Sustainable Diversion Limit. Long-term average sustainable diversion limits, or SDLs, set the maximum long-term annual average quantities of water that can be taken on a sustainable basis from the Basin water resources as a whole, and from the water resources or particular parts of the water resources of each water resource plan area. (source: MDBA)
SPCA	SPC Ardmona
SRWUI	Sustainable Rural Water Use and Infrastructure program
SSDCWSS	Shepparton Stock and Domestic Community Water Supply Scheme
Stock and domestic right	Allows rural landholders to extract water for domestic household and stock watering purposes, without an access licence.
Swiss Cheese effect	A term used to describe the 'holes' in irrigation districts caused when some irrigators decide to terminate their irrigation delivery rights. The costs of maintaining the irrigation district may not be reduced as demand for water delivery in the area falls. As a result, there is a risk that the operators may have to increase water delivery charges to remaining irrigators. The term is also used to cover concerns about impeded system rationalisation.
Termination Fees	Operators of irrigation districts may levy termination fees when an irrigator decides to discontinue or reduce water delivery services. Government rules state that an operator can charge a fee of up to 10 times the annual delivery fee. This provides the operator with the equivalent of 12-15 years worth of delivery charge revenue, and is intended to mitigate the risk of 'Swiss cheese' impacts.
TLM	The Living Murray river restoration and buyback program
VFF	Victorian Farmers Federation
Vic	Victoria
VicRoads	Victorian Government roads authority
VicTrack	Victorian Government rail agency
Water for the Future program	An initiative to prepare Australia for a future with less water. It has four key priorities: taking action on climate change, using water wisely, securing water supplies, and supporting healthy rivers and wetlands.
Water market	A framework for the buying, selling and transfer of tradeable water rights. (source: MDBA)

# 1 Introduction

## 1.1 Purpose of this project

RMCG has been engaged by the Greater Shepparton City Council in a two-stage project where:

- The first stage developed scenarios for use in understanding potential impacts of climate change and the proposed Murray-Darling Basin Plan and adaptation options; and
- The second stage entailed a consultative process to develop a "toolkit" of strategies and actions to respond pro-actively to these challenges, for the Council region as a whole, but with particular reference to three case study areas – Shepparton East, Katandra West, and west of Tatura. This toolkit also includes detailed analysis of impacts if no management response is made, analysing the risks to assist decision-making about toolkit actions.

The toolkit includes actions that the Council can draw on and incorporate into its strategic documents such as the Council Plan, the rural land use strategy, planning scheme, Community Plans etc. It also identifies actions that could be taken by other organisations, many of whom were engaged in the project.

### 1.1.1 A future with less water

This project developed a series of scenarios to represent the range of possible outcomes on water availability for Shepparton, resulting from the Murray-Darling Basin Plan and climate change.

Those scenarios are discussed in detail in chapter 3. Key points include that:

- The Greater Shepparton community's exposure to the Basin Plan and climate change will largely be as a consequence of direct impacts on irrigation farmers (horticulture, dairy and mixed farmers). These impacts will flow through to changes in agricultural production, processing, need for inputs and other services, and therefore changes to economic activity and employment;
- At a sector scale, horticulture largely will not sell water to the environment as part of Basin Plan implementation. Any shortfalls that horticulture faces (e.g. because of climate change) will be made up by purchases of water entitlement and allocation on the water market. Horticulture is particularly vulnerable to changes in water market dynamics (e.g. because of the entrance of the environment as the single largest holder of entitlement) and increased incidence and severity of extreme weather events such as frost, flooding and storms; and
- At a sector scale, dairy and mixed farming will sell water to the environment as part of Basin Plan implementation and will use less water as it becomes less generally available. In most scenarios, both sectors will contract, with flow-through impacts to dairy and processing-based communities.



## 1.2 Community groupings used for this study

This study was primarily focused on those parts of the community that are most highly exposed to reduced water availability – that is, the farming sector and those parts of the community most closely dependent upon it. It therefore also considered the farm processing (manufacturing) sectors and the people who work for farming and farm processing.

Toolkit options are intended to be useful for the farming sectors, processors, land use, manufacturers, wholesale trade, transport and storage; health, community services and education.

## 1.3 Case studies

The project brief for this assignment specified that it should use case studies of Tatura West, Katandra West and Shepparton East to support detailed analysis of the potential impacts on agriculture and related industries and development of appropriate 'toolkit options' to reduce these impacts. The three areas include urban/peri-urban and farming land and each has different features in terms of farming history, irrigation system status, soils and community dynamics.

The case studies are addressed in chapter 2. Workshop attendees for each case study are listed below (section 1.6.2).

## 1.4 Toolkit options – categories

RMCG's brief set out a scope for toolkit options that included, but was not limited to:

- Land use change (L): Options for land use change, including council strategies and planning policies;
- Decision support (D): Needs of farmers and other business operators as they confront decisions to change or restructure – including information needs;
- Water issues (W): The potential role of irrigation supply and water trading;
- Employment options (E): Options for providing alternate employment opportunities for individuals who may no longer be able to find employment on farm or in related industries if irrigation is reduced (includes skills development);
- Protecting Shepparton's business community (B): Actions that may be effective in encouraging industries to stay, adjust and invest rather than close or relocate; and
- Managing social impacts (S): Actions that may assist rural communities to adjust in situations where changed land use may result in reductions in rural populations.

## 1.5 Governance

The project was delivered by RM Consulting Group and managed by Greater Shepparton City Council, with a Project Board that drew from a range of organisations and expertise including Council and others. The project governance and delivery structure and key personnel is set out in Figure 1-1.

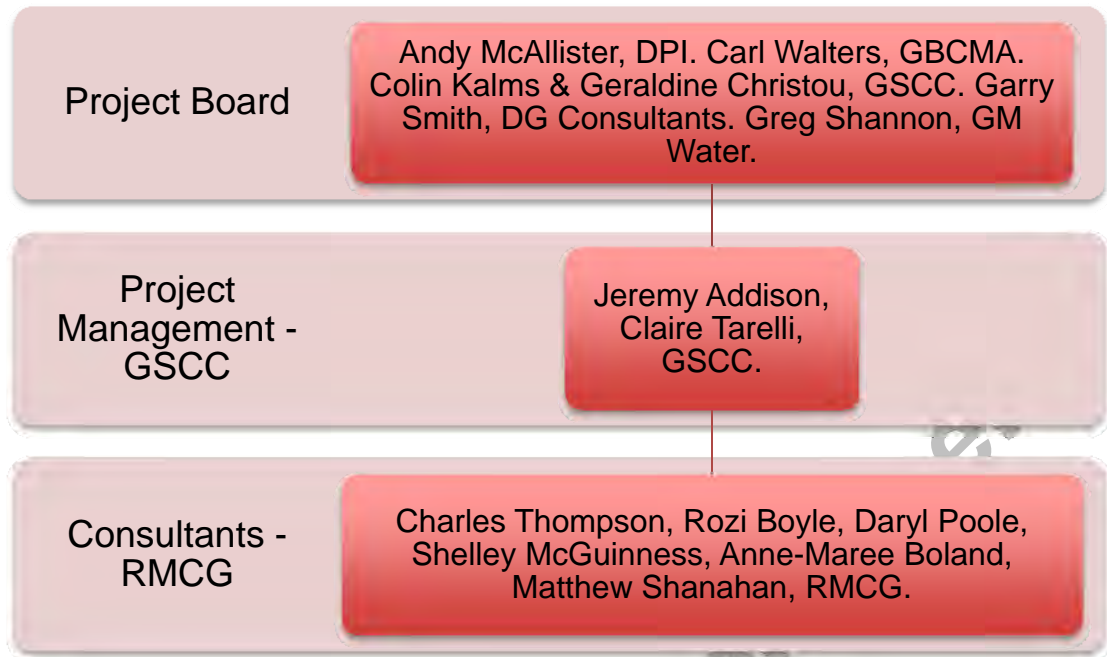


Figure 1-1. Project governance and delivery structure.

## 1.6 Consultation

### 1.6.1 Stakeholder reference group

The project relied upon a stakeholder reference group that covered a broad range of relevant interests and expertise. The reference group met twice – near project commencement, and again towards the project end to work through all the toolkit options. Membership is set out in Table 1-1.

**Table 1-1. Stakeholder reference group.**

Name	Organisation
Alan Tyson	Goulburn Valley Water
Aleksy Bogusiak	Regional Development Victoria
Andrew Hamilton	Dookie College
Barry Croke	Northern Victoria Irrigators
Bill O'Kane (in place of George Warne)	Northern Victoria Irrigation Renewal Project
Claire Tarelli	Greater Shepparton City Council
Colin Kalms	Greater Shepparton City Council
David Cook	Farmer
David Sutton	SPC Ardmona
Fei Mok	University of Melbourne, Dookie Campus
Graeme Hannon	Goulburn-Murray Water
Ian Goodwin	Department of Primary Industries
Ian McPhee	Horticulture Australia Ltd
Jeremy Addison	Greater Shepparton City Council
Jim O'Connor	Regional Development Australia
Joel Spry	North Central Catchment Management Authority
John Flanders	GoTAFE
John Wilson	Fruit Growers Victoria Ltd
Kayelene Kuch	Greater Shepparton City Council
Margaret Ayre	University of Melbourne
Murray Smith	Northern Victoria Irrigation Renewal Project
Rachael Spokes	Goulburn Broken Catchment Management Authority
Richard Whiting	Department of Planning and Community Development
Rob Steel	Department of Sustainability and Environment
Ross Plunkett	Northern Victoria Irrigation Renewal Project
Sam Lolicato	Department of Primary Industries
Sarah Parker	Murray Dairy
Steve Ayton	GoTAFE
Steve Threlfall	Trellys Tackle World
Stuart Brown	Tatura Milk Industries
Terry Batey	Department of Primary Industries

### 1.6.2 Case study workshops

The case study workshops were an important part of canvassing for toolkit options, and understanding the pressures and adaptation barriers in the three case study areas. One workshop was held in each case study location, with attendees as follows.

#### **Katandra West case study workshop**

John Minogue	Col Opray	Ed Mulgrew
Ian Watson	Gavin Thorne	Jean Barker
John Barker	Stuart McNab	
Graham Hann	Judy Mulgrew	

### Shepparton East case study workshop

Michael Crisera	Leic Sherif	Maurie Silverstein
Rahman Kutrolli	David Sali	Bill Sali
Damien Sherif	AB Shaholli	Michael Perona
Sam Sali	Brian Sali	John Wilson, Fruit Growers Victoria Ltd
Metty Selman	Gary Goodwill	Virginia Gregoire, Fruit Growers Victoria Ltd.

### Tatura case study workshop

Andrew Crawford	Judy Drew	David Wilson
Sarah Parker	Ron Ibrhaim	Mark O'Connell
Raymond Parker	Bruce Bradbury	John McCready
Graeme Drew	Wendy Wilson	Margaret Ayre, University of Melbourne

Draft for Council endorsement

## 2 Background

### 2.1 Planning and policy context

#### 2.1.1 The Murray-Darling Basin Plan

Shepparton is located within the Goulburn-Murray Irrigation District (GMID), which is the major irrigation system in northern Victoria (followed by the irrigation systems around Mildura). The GMID lies within the southern part of the Murray-Darling Basin (Figure 2-1).

Under the *Water Act 2007* (Cth), the Murray-Darling Basin Authority is responsible for preparing a Basin Plan that will rebalance the relative allocation of water between consumptive use and the environment<sup>3</sup>

The Basin Plan will entail reductions of water for irrigation, in favour of the environment. The revised volumes of water available for consumptive uses, including irrigation, will be called 'sustainable diversion limits' (SDLs).



Figure 2-1. The Murray-Darling Basin.<sup>4</sup>

The process of developing the Basin Plan to date has included the following steps:

- In 2010 the Commonwealth Government announced that it would use voluntary buybacks and modernisation to 'bridge the gap' between the current diversions and the Sustainable Diversion Limit that would be developed for the Basin Plan, making a commitment to not pursue compulsory acquisition of water entitlements;

<sup>3</sup> Section 3(c), *the Water Act 2007*.

<sup>4</sup> Source: Geoscience Australia, published at <http://www.murrayriverguide.com.au/news/murray-river-water-levels/> accessed 12 May 2012.

- The *Guide to the proposed Basin Plan* was published in October 2010. This was not a statutory instrument, but was intended to build understanding – but was poorly-received in many irrigation communities, and the MDBA has since moved away from supporting the proposals in the Guide;<sup>5</sup> and
- The Proposed Basin Plan was published in mid-November 2011. It was a statutory instrument that triggered a statutory process that will lead to a final Basin Plan around 12 months (or more) later.

Under the *Water Act*, the SDLs must be implemented by the States by 2019.

The Chair of the Murray-Darling Basin Authority has outlined the process that he hopes to implement between 2012 and 2019 to allow for an orderly and adaptive transition to the new limits.<sup>6</sup> His proposal would see around half of the reduction implemented by 2015, followed by a revision of the proposed SDLs to take into account the outcomes of work between now and 2015 to reduce the volumes needed to achieve appropriate environmental outcomes through:

- irrigation modernisation water efficiency gains;
- using local knowledge to maximise the efficiency of achieving environmental outcomes for local environmental assets (e.g. through works and measures); and
- reviewing all regulations and agreements currently in place that inhibit the efficient management of water in the Murray–Darling Basin and, where appropriate, working with the states to remove these regulations, as recommended by the Windsor Inquiry.<sup>7</sup>

### 2.1.2 Strengthening Basin Communities program

This project is funded by the Commonwealth Government under its *Strengthening Basin Communities* program.

The *Strengthening Basin Communities* program is being implemented in two components:

- The planning component provides grants for local governments in the Murray-Darling Basin to assist in community-wide planning for a future with less water; and
- The water savings component is to provide competitive grants to enable local government authorities and urban water service providers to support projects that improve water security by reducing demand on potable water supplies.

This project is part of the planning component which provides funding to systematically assess the risks and implications associated with climate change, with a particular focus on water availability, and then to review existing plans or develop new plans to take account of these risks and implications. The funding can be for reviewing:

- Corporate management and financial plans;
- Community and economic/tourism development plans;

<sup>5</sup> <http://thebasinplan.mdba.gov.au/guide/guide.php?document=the-murray-darling-basin>

<sup>6</sup> C Knowles, 2011, *More than just a volume of water*. [www.youtube.com/watch?v=WHH0yMLKwLk](http://www.youtube.com/watch?v=WHH0yMLKwLk) uploaded 20 September, accessed 10 October 2011

<sup>7</sup> Recommendation 1 in House of Representatives Standing Committee on Regional Australia, 2011, *Of drought and flooding rains: Inquiry into the impact of the Guide to the Murray-Darling Basin Plan*, May.

- Development strategies and land use plans;
- Natural resource and environmental plans;
- Infrastructure and asset plans (including water saving plans); and
- Risk assessment and management plans (including climate risk).

The very clear focus of this program is to plan for the impacts of climate change and reduced water availability and identify adaptation initiatives. It is therefore outside the scope of this project to consider issues of climate change mitigation.

### 2.1.3 Integrated planning for a sustainable Shepparton community

The previous project conducted by Council under Strengthening Basin Communities, *Integrated planning for a sustainable Shepparton community*, summarised the following risks for agriculture and the Greater Shepparton economy from changes to water availability:

- Reduced water availability may reduce agricultural production and therefore lower regional output, employment and population;
- Reduced water availability and increased incidence of pests and diseases and extreme events may threaten farm business profitability;
- Reduced security of inputs (agricultural produce and electricity) to the manufacturing sector may reduce its profitability; and
- Reduced profitability in the farm and manufacturing sectors may undermine the wider economy given its reliance on these sectors.

The report noted:

*Even with the projected effects of climate change and reduced water availability, the population and regional economy will continue to grow, albeit at a slower rate. The implications of the Sustainable Diversion Limits proposed by the Murray Darling Basin Authority are currently unclear. The Council can play a valuable role in advocating on behalf of local irrigators on a range of issues, reviewing its own barriers to on-farm adaptation and building the economic diversity of the region.*

The report proposed that Council:

- Understand and respond to the Sustainable Diversion Limits proposed by the Murray Darling Basin Authority;
- Promote water use efficiency on farms;
- Advocate for the development of new livestock breeds and plant varieties;
- Advocate for business planning and management courses for irrigators;
- Improve regional biosecurity;
- Review planning controls;
- Raise community awareness of farm adaptation measures;
- Engage the manufacturing industry to understand their exposure to interruptions in inputs; and

- Build the economic diversity of the region.

The outputs of this project are intended to progress certain actions outlined in the *Integrated planning for a sustainable Shepparton community* report, with more detailed research and option development than was undertaken in the first study. It also outlines the role of Council as an advocate, leader or partner in implementation of actions.

## 2.2 Socio-economic trends and profile

This section of the report provides a summary of key socio-economic descriptors for Greater Shepparton and was drawn from the Risk Assessment Briefing Paper prepared for the development of *Integrated planning for a Sustainable Shepparton Community Strategy*.<sup>8</sup> A snapshot of the Greater Shepparton region's social and economic descriptors is provided in Table 2-1.

**Table 2-1. Socio-economic snapshot of Greater Shepparton.**

<b>Population</b>	
Estimated residential population (June 2010)	63,335
Growth rate per annum (over 10 years)	1.02%
<b>Employment</b>	30,468 people work in Greater Shepparton
<b>Unemployment</b>	8.7% compared to 4.9% in Victoria (Jun 2011)
<b>Businesses</b>	6,370 registered businesses (2009)
<b>Industry</b>	
Largest by employment (2010)	Agriculture, forestry and fishing 4,351
Largest by value added	Agriculture, forestry and fishing \$336 million
Largest by output	Manufacturing \$1,089 million
<b>Gross regional product</b>	\$2,281 million (2010) 0.8% of Victoria's Gross State Product <sup>9</sup>

### 2.2.1 Social profile

#### Population

In 2010, Greater Shepparton was estimated to have about 63,000 residents, which represents 5% of the Regional Victoria population. Greater Shepparton has experienced an annual growth rate of around 1% and is expected to grow by approximately 12,300 people between the years of 2006 and 2026.

About half of the Greater Shepparton population lives in the Shepparton urban centre, and the other half lives in the towns and localities that encircle it. This means that the community closely identifies with farming and rural living.

<sup>8</sup> RM Consulting Group (2010) *Integrated planning for a sustainable Shepparton community strategy – Risk Assessment Workshop Briefing Paper*. Some statistics were updated where more recent data were available – as cited.

<sup>9</sup> Shepparton GRP source: 2008/09 constant prices at <http://economy.id.com.au/default.aspx?id=272&pg=12210> accessed 11 May 2012. Gross State Product source: ABS, 2010, 5220.0 - *Australian National Accounts: State Accounts, 2009-10*. Note that GSP is calculated as chain volume, so there may be a discrepancy between numerator and denominator, but this will be immaterial (and lost in rounding) for the purposes of this report.



An analysis of population change of towns within Greater Shepparton shows that population change has not been uniform, with significant growth in some communities such as Dookie, Mooroopna, Murchison, Shepparton, Tallygaroopna and Tatura and decline in others such as Merrigum and the shire's rural areas.

### **Age profile**

Greater Shepparton exhibits a younger age profile than other regional areas, perhaps largely associated with its function as a regional employment and service centre and a provider of employment opportunities for the 25 – 60 age group.

Overall, the population is ageing. The older age group (60+) is growing at a faster rate than the younger age groups. This may indicate a trend for working age groups to move into metropolitan areas for education and employment opportunities that are not offered in regional Victoria.

### **Household income**

Greater Shepparton comprises a greater proportion of medium and high income earning households, with over 50% of households falling into this category, in comparison to regional Victoria. People typically are moving out of the low income brackets into higher income brackets. Particularly strong growth has occurred in the "high" income category. This suggests a positive outlook for household earnings in the future as more people move upwards into the higher earning income groups.

### **Education**

The region has experienced growth in all levels of school and non-school qualifications being achieved. However, in the Goulburn Valley, Greater Shepparton has the highest percentage of disengaged 15-19 year old school leavers (24.6%) and this rate is significantly higher than the Victorian rate of 15.4%.<sup>10</sup>

Greater Shepparton has a larger proportion of residents with a bachelor degree qualification or higher (in comparison to the wider region), while there is a larger proportion with certificate level qualifications in the surrounding LGAs of Campaspe, Moira and Strathbogie.

### **Occupation**

The occupations of managers and labourers are underrepresented in Greater Shepparton compared to the wider region, suggesting these workers are more prevalent in the LGAs of Campaspe, Moira and Strathbogie than in Greater Shepparton.

Conversely, the occupations of professionals, clerical & administrative workers and sales workers are over-represented in Greater Shepparton compared to the wider region. This implies that more knowledge-intensive and population-driven occupations are clustered in Greater Shepparton, whilst more labour-intensive occupations tend to be dispersed throughout the region.

<sup>10</sup> ABS, 2007, *2006 Census Community Profile Series : Greater Shepparton (C) (Local Government Area)*.  
<http://www.censusdata.abs.gov.au/>

Between censuses, proportion of managers and machinery operators and drivers fell while the proportion of professionals and community and personal services workers grew. This illustrates the diversifying skill set of residents and adjustments in employment opportunities in the region.

### **Employment Profile**

Around 50% of the City's population is employed. The unemployment rate in 2011 reached 8.7%, an increase from 2006 and significantly higher than the state average of 4.9%. Most employment is in the agriculture sector.

#### **2.2.2 Economic profile**

Just under one of Victoria's gross regional product is generated in Greater Shepparton.<sup>11</sup> Just under half of the City's output comes from manufacturing, much of which is associated with food preparation and processing. Agriculture is the biggest sector by value added at \$336 million. So while Shepparton plays an important role as a regional service centre, providing health, education, retail and government services for the wider community, agriculture is still vital to regional wealth and employment.

### **2.3 Vulnerability and resilience of the Shepparton community**

Reduced water availability will affect communities differently. The social and economic impacts of changes in water availability will depend on the underlying vulnerability and resilience (capacity to recover from shocks) of communities, which is affected by a range of factors.

It is important to also note that the impacts will also depend on the extent of change. This is discussed in chapter 3.

A brief assessment of Greater Shepparton's vulnerability and resilience was undertaken, drawing on the methodology used by Judith Stubbs and Associates.<sup>12</sup> Based on the assessment (Table 2-2) the Greater Shepparton community demonstrates medium resilience in the face of major shocks.

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<sup>11</sup> See above n9

<sup>12</sup> Judith Stubbs and Associates (2010) *Exploring the relationship between community resilience and irrigated agriculture in the MDB: social and economic impacts of reduced irrigation water*

**Table 2-2. Assessment of resilience in Greater Shepparton.**

**Key: X = likelihood of none to very low resilience, ✓ = likelihood of low to medium resilience, ✓✓ = likelihood of medium to high resilience**

Factor	Likely to be resilient?	Comment
Remoteness	✓✓	Greater Shepparton LGA is classified as Inner Regional on the ABS remoteness classification. The remoteness classification is the same for all areas of the LGA.
Degree of urbanisation: Population size	✓	The population of the Shepparton urban centre is around 31,000. <sup>13</sup> However, the city is closely linked with small towns and localities that encircle it, with the population within the Greater Shepparton LGA boundary around 63,000. <sup>14</sup> Shepparton also services a wide hinterland beyond the municipal boundary e.g. Kyabram, Rushworth, Murchison, Katamatite.
Degree of urbanisation: Proximity to a large urban centre	✓✓	Towns other than Shepparton within the LGA have good accessibility and proximity to Shepparton itself which, acts as a major service centre. The LGA has good accessibility to other major urban centre such as Albury / Wodonga, Wangaratta and Melbourne.
Indigenous population	+	Greater Shepparton's indigenous population (3.2%) is higher than Australian average. Past research has shown that Indigenous Australians experience much higher levels of disadvantage than non-Indigenous Australians. Given the disadvantage evidenced for Indigenous Australian in general, it is very likely that areas with more Indigenous people will also show significant disadvantage relative to other areas of the MDB.
Age	✓✓	Greater Shepparton exhibits a younger age profile than the comparable regional areas, perhaps largely associated with its function as a regional employment and service centre. The population is ageing.
% of employment by industry	✓	Agriculture is the highest employer, employing around 14.3% of the workforce, this is closely followed by manufacturing (13.6%), retail trade (12.7%) and health care (12.3%). This demonstrates Shepparton's role as a regional service centre.

This is consistent with analysis undertaken by RMCG and others for the Murray-Darling Basin Authority, which considered vulnerability of communities to reduced irrigated production.<sup>15</sup> That study found that:

- Shepparton is less vulnerable than many other towns in northern Victorian irrigation areas because it has a large population and alternative industries (health, education, retail) that draw from an estimated social catchment population base of around 160,000 people. Its proximity to Melbourne and established transport routes, together with good soils and access to an irrigation system being modernised through NVIRP, place it in a relatively good position to adapt to changes in future water availability. However, the study noted that irrigated agriculture has been the foundation for development providing the infrastructure and the population density that has attracted investment to Shepparton in the past. Agricultural supply industries and food processing still remain very important

<sup>13</sup> source: 2006 enumerated population, including overseas visitors, <http://profile.id.com.au/Default.aspx?id=272&pg=138&gid=250&type=enum> accessed 11 May 2012.

<sup>14</sup> source: 2010 Estimated resident population, City of Greater Shepparton (Preliminary updated estimates based on 2006 Census data) at <http://profile.id.com.au/Default.aspx?id=272&pg=210&gid=10&type=enum> accessed 11 May 2012

<sup>15</sup> EBC, RMCG, Marsden Jacob Associates, EconSearch, Geoff McLeod, Tim Cummins, Guy Roth and David Cornish, 2011, *Community impacts of the Guide to the proposed Murray-Darling Basin Plan*. Report to the Murray-Darling Basin Authority, May

to the community and therefore it is still vulnerable to reductions in irrigated agriculture; and

- Smaller towns in the region that have a population less than about 10,000 people and more than about 15% of the workforce employed in agriculture or agricultural processing are particularly vulnerable to potential losses of irrigated agricultural production.

## 2.4 Shepparton's agricultural sectors

This section briefly describes the key agricultural sectors in Shepparton, with particular reference to their vulnerability to reduced water availability.

The wider region features both dryland (non-irrigated) and irrigated agriculture. Irrigation water is supplied through the systems of the Goulburn-Murray Irrigation District, with irrigation infrastructure currently being extensively modernised through the Northern Victoria Irrigation Renewal Project (NVIRP). Groundwater is also important in some parts of the wider region. The major agricultural sectors across the wider region are dairy, perennial horticulture and mixed farming including meat production (grazing of sheep and cattle).

It is important to recognise that all sectors of the economy, including agricultural sectors, also are subject to wider forces beyond those addressed directly in this paper (e.g. the value of the Australian dollar, commodity prices etc.).

### 2.4.1 Dairy

The dairy industry in northern Victoria has been the largest milk producing area within Australia. Historically it also has been the biggest water user in the GMID, using 56% of the available water. All the major milk processing companies have established themselves within this region, with the majority of manufactured milk products going to export markets. Their exposure to export markets means dairy farms have to be globally competitive in their cost of production if they are to be viable.

The industry relies on an extensive service sector, and with significant processing activities occurring in the region it has been a critical component of the region's economy. Industry has been built on access to a reliable and affordable irrigation supply.

Milk production in the region peaked in 2001/02 at just over 3 billion litres. However, the reduced water availability over the past decade saw this reduce to 1.8 billion litres in 2009/10.

Farm numbers in the Murray Dairy region (northern Victoria and Southern NSW) have declined from 2441 in 2005/06<sup>16</sup> to 1941 in 2010/11<sup>17</sup>.

To cope with reduced water availability, farmers have made enormous changes, integrating more flexible feeding systems with a higher reliance on annual crops and bought in fodder. However, that has come at a cost in terms of higher risk, with added complexity and

<sup>16</sup> Dairy 2006: Situation and Outlook. Report to the Australian Dairy Industry June 2006

<sup>17</sup> Dairy Australia

increases in the cost of production compared to the past when water was more readily available.

Any impacts of future reduced water availability on the region's dairy industry will flow through into the Greater Shepparton region, as it is an important service hub.

The Greater Shepparton region makes a significant contribution to the dairy industry in northern Victoria. Dairy farmers located in the municipality contribute to over 20% of the milk produced in the Goulburn Murray Irrigation District (GMID)<sup>18</sup> and the municipality also supports many of the services required by dairy farmers, not only for the farms in the municipality but throughout the GMID and into southern NSW. Tatura Milk Industries is the major milk processing facility located in the municipality, but it sources its milk from the broader region. Major milk companies such as Fonterra (Stanhope) and Murray Goulburn (Rochester and Cobram) have processing plants in close proximity and source services from within the region.

Milk companies, like farmers, have adapted to reduced milk supply by:

- Changing product mix and/or manufacturing processes, including investing in new technologies;
- Importing milk or intermediate products (e.g. milk concentrate) for manufacturing or reprocessing; and
- Retiring different aspects of their infrastructure.

Currently there is excess processing capacity in the region. The different milk processors will respond to future changes in a range of different ways, but if milk production does not increase there will be further pressure for industry rationalisation.

In a future with less water, there will be more pressure on dairy farms to improve productivity in order to remain globally competitive. Work completed by RMCG for Dairy Australia for a recent inquiry into dairying in the lower Murray Darling Basin<sup>19</sup> indicated that in a medium climate change scenario, with no improvements in productivity, the industry would remain at the current drought-impacted levels. A high climate change scenario would see further retraction of the industry to about a third of its pre-drought levels. Without improvements in productivity, both scenarios would not only see farm numbers decline, but also would drive further processing industry rationalisation.

Improving farm productivity will be a critical component in reducing the impact of future reduced water availability. The focus will need to be on improved water use efficiency so that farms can produce more from less. This will also need to be achieved with a milk price that is driven by the export market.

There is a significant challenge for the region's dairy farmers to increase productivity and remain globally competitive in a future with less water. Assistance to implement improved

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<sup>18</sup> Chapter 11: Economic and social matters. In NVIRP, 2010, *Public Environment Report*.  
<http://www.nvirp.com.au/planningandenvironment/environment/protection.aspx> accessed 14 May 2012

<sup>19</sup> RMCG, 2009, *Water availability- background paper*. Final report to Dairy Australia, August.

irrigation technologies and develop the flexibility required in farming systems will be important for the industry to adapt.

## 2.4.2 Horticulture

The region around Shepparton has a long history of horticultural production and is often described as the “food bowl” of Australia, providing 25% of horticultural produce in Victoria. It is estimated that of the approximately \$1.4 billion farm gate value of annual production in the three municipalities, 28% is from fruit and vegetables.<sup>20</sup> The level of production is nationally important and the wider region of Campaspe, Greater Shepparton and Moira currently accounts for:

- 90% of the national deciduous canned fruit production;
- 85% of the national pear crop;
- 45% of the national stone fruit crop;
- 14% of the national fresh stone fruit crop;
- 16% of the national apple crop;
- 90% of the national kiwifruit crop; and
- 90% of Australia’s tomato processing capacity.

Across the study area, there are approximately 800 horticultural properties covering an area of almost 16,000 hectares. Pome and stone fruits (including apples, pears, apricots, peaches, nectarines and plums) are the most significant, with smaller areas of citrus, nuts, vegetables and grapes.

The horticultural industry (fruit and vegetables) accounts for 28% of the gross value of agricultural production of the region but occupies less than 5% of the total irrigated area. Many of the horticultural businesses are located close to the urban centres of Shepparton, Mooroopna and Cobram.<sup>21</sup>

Food processing and manufacturing in the Campaspe, Greater Shepparton and Moira region is estimated to generate \$1.7 billion annually<sup>22</sup> as well as providing a significant amount of employment across the region.

The total value of production in the region is described in Table 2-3.

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<sup>20</sup> ABS AgCensus data, 2006

<sup>21</sup> Parsons Brinckerhoff, 2008, *Campaspe, Greater Shepparton and Moira Regional Rural Land Use Strategy*

<sup>22</sup> Goulburn Broken Catchment Authority 2006

**Table 2-3. Total value of horticultural production in the region (\$'000, 2005/06).**

	Greater Shepparton	Moira	Campaspe	Total
Apples	80,125	13,062	3,654	96,841
Pears	55,008	6,412	1,913	63,333
Apricots	5,036	2,704	749	16,229
Cherries	2,703	6,205	1	8,909
Nectarines	4,754	15,992	333	21,009
Peaches	15,613	35,708	310	51,631
Plums	9,299	3,521	165	13,295
Olives	28	453	41	522
Almonds	–	47	–	47
Annual horticulture	80,500			80,500

### Perennial horticulture

Perennial horticulture is centred in the Goulburn Valley due to the combination of suitable climate, soil types and a reliable water supply. Perennial horticulture is capital intensive to establish (\$25,000/ha to \$50,000/ha) and has a long lead-time from establishment to full production (three to seven years). Crops are generally high value when not in over-supply (which is the current situation for wine grapes). Profitability is highly variable across perennial horticultural crops and is related to international competition and the relative value of the Australian dollar.

### Annual horticulture

The major annual horticultural crop grown traditionally in the region is tomatoes, both fresh and processed. The industry is dependant on global markets and the relative value of the Australian dollar.

There are processing plants located in Echuca with secondary processing in Shepparton and Echuca.

The region has the potential to grow a range of other annual horticultural crops including vegetables. It has appropriate soils, water and infrastructure capacity, but currently this sector, especially vegetables, is facing extreme pressure from overseas imports due to the high Australian dollar. This is likely to continue as this sector has low entry costs relative to other forms of horticulture and the sector always has been very competitive.

### Dealing with low water availability

Horticulture businesses in the region have dealt with low water allocations over the past decade.

Water is an essential component of horticulture production and good irrigation practices are critical for both quantity and quality management.

Unlike dairy, there is no substitute for water for horticulture, and therefore it needs to purchase water to sustain production.

Many growers were highly exposed to the extremely high temporary water prices experienced during the drought. SPC assisted farmers during the low allocation seasons through purchasing temporary water to help growers maintain plantings. The tomato processing industry declined from 320,000 tonnes in 2005 to 151,000 tonnes in 2008 as a direct result of reduced water availability, as growers were unwilling to make the high-cost investment to plant without security of water access.

Growers have learnt to adapt to low water availability, with significant changes to their farming systems. Strategies have included:

- more precise irrigation scheduling using soil moisture monitoring and weather based mechanisms;
- focusing only on highly productive areas with early removal of non-profitable blocks;
- irrigation of reduced area with replanting of older varieties;
- more precise use of other inputs (e.g. chemicals and fertilisers);
- move to more intensive production systems; and
- purchase of temporary and permanent water allocations.

Horticulture producers continually are striving for increased productivity to maintain their global competitiveness. There are many factors impacting on the viability of horticulture industries including production costs, the value of the Australian dollar and competition. Reduced water availability and consequent increased water costs will influence the profitability of horticulture producers. However, that is not likely to be the dominating factor in determining longer-term sustainability of horticulture industries.

Horticulture producers will be driven continually to increase productivity and remain globally competitive in a future with less water. Improved irrigation technologies and practices will contribute to the ability of the industry to survive. The ability to purchase water from industries that have flexibility (e.g. dairy and mixed farming) will be critical during periods of low water allocation.

### **Other climate change impacts**

The potential impacts of climate change on the horticulture industry include:

- Decreased water availability due to higher temperatures;
- Increased water demand arising from greater evapotranspiration (ET);
- Increased incidence of damage from sunburn and other breakdown disorders due to increase in the number of hot summer days (over 35°C);
- A reduction in the number of frost days reducing winter chilling (which is important for some fruit trees for setting fruit, meaning that it may become necessary to consider low chill varieties and alternative management options);
- Increased intensity of frosts during spring may damage developing fruit and production; and



- Increase in intense weather events (extremely heavy rainfall events) impacting on fruit quality.

The risk of crop failures due to more variable/volatile growing conditions is also predicted to increase, affecting the industry's ability to meet increasingly specific and targeted quality assurance/market requirements.

The horticulture industry may also be affected by policies to mitigate climate change, which are likely to result in higher energy, input and transport costs. Horticultural production is responsible for only about one per cent of total agricultural greenhouse emissions.

### **Processing sector**

The horticulture processing sector operates in a global environment. Under these conditions the industry is sensitive to factors such as increasing costs of production, declining relative costs in overseas countries and the increasing value of the Australian dollar. These factors will have an enormous impact on the viability and future of the processing sector in the region – more so than the impact of reduced water availability.

### **2.4.3 Irrigated mixed farming**

Irrigated mixed farming is broadly defined as farms that are involved in irrigated cropping activities and/or the raising of livestock (beef and sheep). The sector spans a spectrum ranging from farms that are 100% cropping (e.g. canola and grains) to farms that are 100% livestock, and all combinations in between.

Historically, mixed farming has been the second biggest user of water (at 37%) behind dairy (56%) in the Goulburn Murray Irrigation District (GMID). It has also been a significant support industry to dairy, providing both fodder and agistment options for dry and replacement stock.

Increasing competition for water resources, and increasing costs, put pressure on the viability of mixed farming operations even before the onset of reduced water availability. Mixed farming operations have been more opportunistic in their use of water and have been net sellers of water during low allocations years. There are always exceptions, with some mixed farmers actually growing, but the overall trend has been a decline in water use by the mixed farming operations.

As there is limited post-farm processing in the region, the majority of mixed farming value-adding occurring outside of the region, a potential decline in the mixed farming industry would translate to a lesser economic impact to the region, compared with dairy or horticulture which have significant local processing infrastructure.

A key challenge for mixed farms in a future with less water will be the affordability of remaining connected to an irrigation supply whilst being only an opportunistic user. With reduced access to irrigation water, the income-generating capacity of their land will decline, which will generate pressure to increase in scale in order to remain viable.

Increasing scale in the Greater Shepparton region will be particularly challenging for mixed farming due to the level of infrastructure that exists in the area at present. Historically, the area has been an intensive irrigation area that has seen the associated infrastructure

develop over time. An expanding mixed farming operation (that is taking over land previously farmed by others) will have to rationalise that infrastructure, which will come at an increased cost and may test the financial and logistical feasibility of expansion.

#### 2.4.4 Dryland farming

Dryland farming, including livestock farming, cropping and pasture production, was estimated to be worth up to \$100 million or 20% of the total value of agricultural production in Greater Shepparton in 2006.<sup>23</sup>

Most of the secondary processing of livestock, crops and hay occurs outside the municipality with meat processors in Echuca (Riverside Meats), Tongala (HW Greenham and Sons), Stanhope Knackery, Yarrawonga (Swift Australia), Cobram (Swift Australia, High Country Meats), Nathalia (Ryan's Abattoir) and stock feed processors at Gunbower (Teangi Stock Feeds).

There are some secondary processing within the municipality such as at Mooroopna (Ridley agriproducts), Numurkah (Riverland oilseeds) and Tatura (Gathercole's abattoirs).

Although it is not impacted directly by changes to water availability, increasing competition for water resources will have flow-on impacts to the dryland sector. Changes in demand for dryland outputs such as grains and stock feeds may result if the regional dairy industry contracts in response to reduced water availability.

#### 2.4.5 Third party impacts – water charges and farm supply costs

The GMID is subject of Australia's largest modernisation project (NVIRP), aimed at providing a world-class irrigation system that can underpin the future of the irrigated agricultural industries in the region. Community members, however, are concerned that the reduction in water available for use through the system would result in a subsequent increase in annual costs that may not be sustainable for a number of irrigation businesses. Termination fees lessen the impact, but there remains a widespread concern that they are not adequate to offset the potential increase in costs to remaining irrigators, particularly given the potential scale of reductions under the Basin Plan.<sup>24</sup> This is because termination fees only offer protection against price impacts for around 12 years if the fixed costs of infrastructure cannot be reduced, but after this time, prices will rise in direct proportion to delivery share terminations.

NVIRP already involves a contraction of the irrigation network and there is a real risk that further rationalisation will need to occur beyond what is already proposed to achieve a viable system in a reduced water environment under the Basin Plan and climate change. A buyback process that is not targeted could also add further risk to the future viability of the system leading to a "Swiss cheese" effect.<sup>25</sup>

<sup>23</sup> The estimate comes from ABS AgCensus data for 2006, which did not distinguish between dryland or irrigated production of livestock and crops, so will also include some irrigated production.

<sup>24</sup> EBC, RMCG, Marsden Jacob Associates, EconSearch, Geoff McLeod, Tim Cummins, Guy Roth and David Cornish, 2011, *Community impacts of the Guide to the proposed Murray-Darling Basin Plan*. Report to the Murray-Darling Basin Authority, May

<sup>25</sup> *ibid.*

### 3 What might ‘a future with less water’ look like?

In order to develop a ‘toolkit’ of options to assist the Greater Shepparton community to adapt to a future with less water, it was necessary first to understand what that future might hold.

The future availability of water for use by community members largely will depend on climate change, and the Murray-Darling Basin Plan. There is still uncertainty about what both of these drivers will mean for Shepparton in terms of water availability. For the purposes of developing a toolkit, however, absolute certainty was not needed. Instead, this project developed a range of scenarios to help stakeholders understand the nature and magnitude of potential changes, to help them develop adaptation options.

This chapter steps through what the scenarios were, how they were assembled, and provides first-round impact estimates on economic activity and land use.

Scenarios were developed for the broader region (i.e., the council areas of Greater Shepparton, Moira and Campaspe) because the communities of that region are closely interconnected; as well as for Greater Shepparton itself.

#### 3.1 Scenarios

Future water availability will depend upon:

- Whether or not the Basin Plan is implemented – and if so, how it is implemented; and
- Whether the climate changes – and if so, how much it changes.

A large number of potential scenarios could be developed based on these settings; however, more than about three or four contrasting assumptions would be confusing and would not add value to the development of the toolkit. This is illustrated in Table 3-1, which summarises the scenarios that were developed, and shows how a range of other scenarios could also have been developed.

**Table 3-1. Overview of scenarios.**

Basin Plan assumption	Climate chance assumption		
	Without climate change	Medium climate change	High climate change
Without Basin Plan	Base Case	Not used	Not used
With Basin Plan – central assumptions	Scenario 1	Scenario 2	Scenario 3
With Basin Plan – alternative assumptions	Not used	Not used	Not used

A more detailed description of the four scenarios is set out in Table 3-2. This Table breaks out specific elements of climate change scenarios and Basin Plan implementation and summarises the central assumptions used in each; these assumptions are explained in the following sections of this chapter. The scenarios were developed for 2030, which provides a long-term view of the circumstances to which the region may need to adapt.

**Table 3-2. Description of scenarios.**

Scenario	Starting point for water availability	Basin Plan?	Buyback	Irrigation modernisation	On-farm water use efficiency	Long term water trade trends	Average water use at 2030 Shepp + Moira + Campaspe (ML/year)	Average water use at 2030 Gt Shepp alone (ML/year)
<b>Base Case</b>	Long term average allocations	No Basin Plan	Federal buyback to date <sup>26</sup>	NVIRP Stage 1	On-farm water efficiency program Rd 1 and 2	Included	1,063,000	331,000
<b>Scenario 1</b>	Long term average allocations	Basin Plan	Federal buyback to date plus 'shared contribution' pro rata <sup>27</sup>	NVIRP Stage 1 & 2	On-farm water efficiency program Rd 1 and 2 & 3	Included	880,000	279,000
<b>Scenario 2</b>	Long term average allocations with medium climate change	Basin Plan	Federal buyback to date plus 'shared contribution' pro rata	NVIRP Stage 1 & 2	On-farm water efficiency program Rd 1 and 2 & 3	Included	810,000	259,000
<b>Scenario 3</b>	Long term average allocations with high climate change	Basin Plan	Federal buyback to date plus 'shared contribution' pro rata	NVIRP Stage 1 & 2	On-farm water efficiency program Rd 1 and 2 & 3	Included	575,000	193,000

The average water use estimates shown in Table 3-2 are compared to historical use in Figure 3-1. It is important to recognise that the average water use says nothing about variability such as frequency of wet years and frequency of dry years.

<sup>26</sup> Buyback to date determined at 10/10/11 from SEWPAC website

<sup>27</sup> Shared contribution pro rata is the volume of buyback required to meet the gap to SDL for instream and shared downstream requirements (pro rata by diversions) after allowing for Irrigation Modernisation and on Farm Irrigation Efficiency water savings

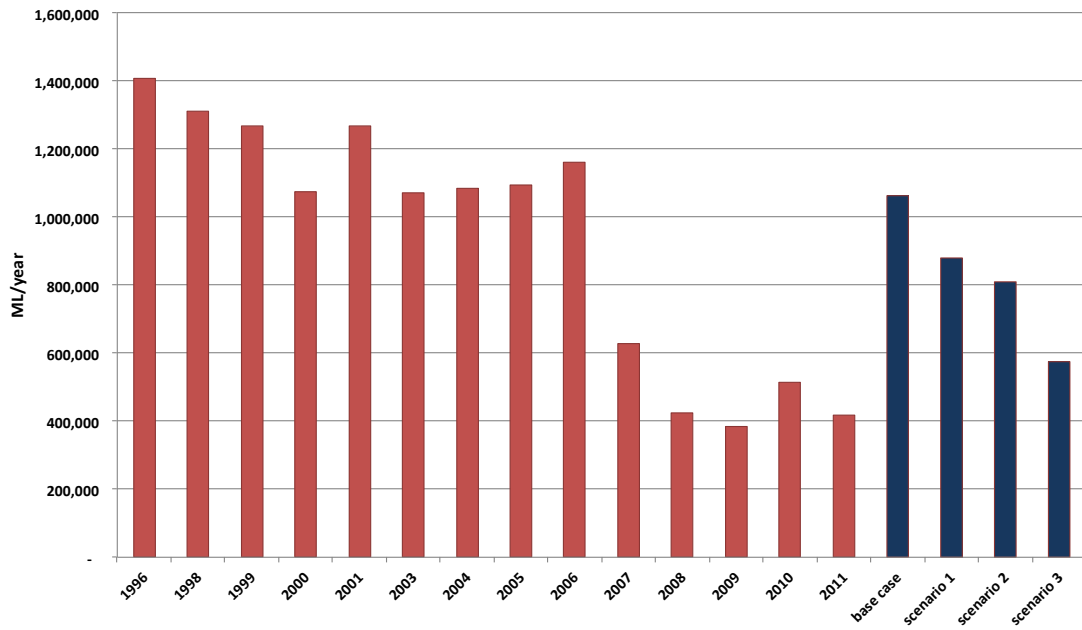


Figure 3-1. Study Area irrigation deliveries (water year) compared to the scenarios.<sup>28</sup>

### 3.1.1 Base case

Whenever possible future changes are contemplated, it is important to be explicit about exactly what those changes are relative to. This point of comparison is the 'base case'. For this project, the base case is a hypothetical scenario in which there is no further implementation of the Basin Plan,<sup>29</sup> and no climate change.

In the base case, irrigators in the Greater Shepparton, Moira and Campaspe region in total own 65% of the entitlement in the Goulburn Murray Irrigation District (GMID). The irrigators in Greater Shepparton own 31% of that entitlement.

The base case is not static – it will include the usual fluctuations of commodity markets, the Australian dollar, climate variability etc. It also will include ongoing water trade. There is an ongoing trend of trade of water entitlement out of the GMID, which is due to a shift of water from lower-value uses (such as mixed farming) to higher-value uses (horticulture). While this is apparently approaching an approximate equilibrium, for the purposes of this study it is assumed between now and 2030, net trade out of the GMID will be approximately 200 GL of high reliability water entitlements, which is around 10% of entitlement in GMID (at its peak, trade to Lower Murray Water, in the area around Mildura, was 20GL/y, but this has slowed considerably). The Greater Shepparton, Moira and Campaspe region's share of this would be 130 GL. This is very hard to predict, and may be on the high side, with key factors being that:

<sup>28</sup> RMCG analysis

<sup>29</sup> Note that most socioeconomic studies of Basin Plan impacts generally use a base case that ignores all Commonwealth Government investment in buyback and modernisation (including NVIRP) because those investments are implementing the Basin Plan. This study differs, in that a base case that ignored the significant buyback and modernisation in Shepparton would not be realistic (given those investments already have occurred) and therefore would not further the study's primary objective of developing a toolkit. This study therefore includes, in its base case, the buyback that has occurred up until 10/10/2011, NVIRP stage 1, and on-farm efficiency programs to date.

- The removal of the 4% annual cap on trade may increase outgoing net trade; and
- The collapse of MIS (Managed Investment Schemes), particularly those in the Mallee Region who were major water buyers, and wine grape demand reduces the numbers of ready buyers outside the GMID so may decrease outgoing net trade.

### 3.1.2 Climate change scenarios

In its *Northern Region Sustainable Water Strategy*, the Victorian Government analysed the water availability implications of a range of climate change scenarios developed by CSIRO.

This study adopted three of those scenarios. A 'no change' scenario was used for the Base Case, and also for Scenario 1, so that the potential impact of the Basin Plan alone could be clearly understood. This study then used a medium and a high climate change scenario to span the possible range of futures to which the region may need to develop adaptation options.<sup>30</sup>

It is important to emphasise that this is a pragmatic approach given this project's primary objective; the scenarios needed to cover a broad range of possible futures in order to frame and test the 'toolkit' options. Other climate change scenarios could have been used, but would have effectively fallen within this range, representing diminishing benefit for the project objectives.

**Table 3-3. Climate change-based starting points for water availability scenarios.**

Scenario	Long term average allocations by 2030 <sup>31</sup> (ML/year). This excludes all buybacks, NVIRP on farm irrigation efficiency or long term water trade effects)
Base case and Scenario 1 (no climate change)	1,360,000
Scenario 2 (medium climate change)	1,250,000
Scenario 3 (high climate change)	880,000

Long-term average allocations were derived from the *Northern Region Sustainable Water Strategy*.<sup>32</sup> In general, reduced average allocations due to climate change will translate to lower reliability for water entitlements (in other words, reduced allocations against entitlements), progressively over time. The impact of the new reserve policy and carryover reforms were considered; but DSE reports indicate that they make little difference to average allocations, but improve outlook for extreme low allocation years.

It should be noted that under most climate change scenarios, crops will have increased water demand due to increased evapotranspiration (particularly in warmer weather). For the purposes of this study it was assumed that this will be offset by ongoing improvements in water use efficiency by farmers.

<sup>30</sup> The NRSWS Scenarios B and D are this study's scenarios 2 and 3 respectively; note that its Scenario C is effectively the same as its scenario B at 2030. Government of Victoria, 2009, *Northern Region Sustainable Water Strategy*. Department of Sustainability and Environment.

<sup>31</sup> Excludes distribution system water losses, i.e., represents allocations received at the farm gate.

<sup>32</sup> Background report to Chapter 2 using 2055 water availability for scenario B.

Climate change scenarios also include challenges such as more extreme weather events (storms, frost etc.) and fire risk; these were taken into account qualitatively in the development of toolkit options.

### 3.1.3 Basin Plan scenario

The Proposed Murray-Darling Basin Plan, released in November 2011 set out a new Sustainable Diversion Limit (SDL) that would see consumptive use of water reduced by 2,750 GL/y across the Basin as a whole (for a map of the Basin please refer to Figure 2-1, page 6). This included reductions for each valley, and a further reduction across the southern connected Basin. The reductions for the Victorian valleys, and the 'shared reduction' for the southern Basin, are shown in Figure 3-2 and Table 3-5.

The Proposed Basin Plan identified that the consumptive use of water would be reduced by 2,750 GL/y. The impact of this scenario on the Study Area is summarised below.

**Table 3-4. Proposed Basin Plan estimated impacts.**<sup>33</sup>

Valley	Baseline Watercourse diversions (ML)	Shared reduction (downstream) Pro rata by valley use (ML) <sup>34</sup>	In-valley reduction (ML)	Total valley reduction (ML)
Southern MDB	9,765,000	971,000	1,389,000	2,360,000
GMID share (allowing for 65% of Vic Murray use being in GMID and 35% in LMW)	2,947,000 includes losses	320,000	526,000	846,000
Greater Shepparton, Moira, Campaspe at 65% of GMID	1,916,000 includes losses	208,000	342,000	550,000

The focus of the Basin Plan is not actually to reduce consumptive water use, but rather, to reallocate water to the environment. There are four broad methods of reallocating water to the environment, of which only one – buyback – reduces consumptive water use.<sup>35</sup> The other methods are:

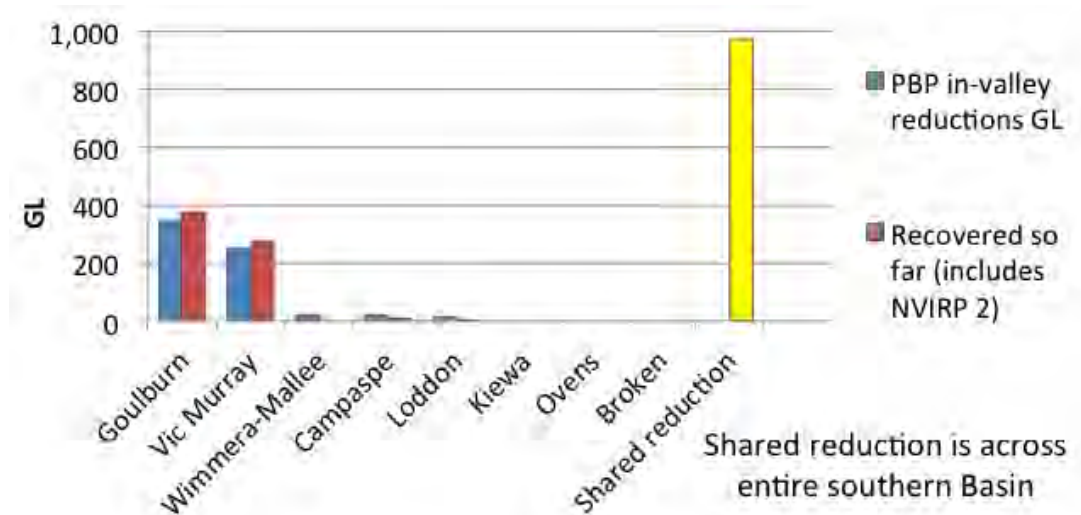
- irrigation modernisation;
- on-farm water use efficiency (both of these methods reallocate to the environment water that formerly was lost);
- works and measures; and
- river operations.

<sup>33</sup> All numbers are long-term average ML

<sup>34</sup> note this is assumed: the Proposed Basin Plan does not specify this by valley

<sup>35</sup> It should also be noted that there are, broadly, two forms of buyback. To date, buyback generally has been non-strategic, whereas 'strategic' buyback is undertaken with very close involvement of the responsible water authority as part of system rationalization.

Accordingly, the extent of further buyback will be a key driver of socioeconomic impacts of the Basin Plan. The other key driver will be the extent to which the GMID contributes towards the ‘shared reduction’. That is because within the two main Victorian valleys, the buyback and modernisation (on and off farm) that have already occurred since 2007<sup>36</sup> have already exceeded the within-valley requirements of the Proposed Basin Plan. This also is shown in Figure 3-2.



**Figure 3-2. Proposed Basin Plan reductions in consumptive water use for Victorian valleys, compared to water recovery to date and the ‘shared reduction’.**

The Proposed Basin Plan notes that SDLs will not be enforced until 2019, and water will gradually be recovered over the intervening period, in consultation with local communities. Further, a review of the Basin Plan in 2015 is proposed, at which point the SDLs can be re-examined in light of works and measures, changes to river management, and advances in scientific knowledge.

For the purposes of this study, it was necessary to make assumptions about how much water the Basin Plan would take from consumptive uses, despite the uncertainty inherent in the process outlined above. The assumptions made for this study are set out in Table 3-5. The following sections briefly outline how each of these issues was addressed in developing the Basin Plan scenario for this study.

Note that this table ignores, for the purposes of clarity, the impact of climate change – as explained above, in the two ‘with climate change’ scenarios (scenarios 3 and 4), the reliability of entitlements would decline, so the allocations made to all users – irrigators as well as the environment – also would decline.

<sup>36</sup> as noted previously, the Basin Plan actually began to be implemented after the *Water Act 2007* (Cth) was passed and the Commonwealth began its buyback and modernisation programs.



**Table 3-5. Water allocated to the environment under the no-climate-change scenarios (average ML/year, rounded).<sup>37</sup>**

Scenario	Buyback to date	Future buyback	NVIRP	On-farm irrigation efficiency program	TOTAL
Base case	228,000 <sup>38</sup>	-	48,000 <sup>39</sup>	9,000 <sup>40</sup>	285,000
Scenario 1	228,000	129,000	178,000 <sup>41</sup>	15,700 <sup>42</sup>	550,000

### 3.1.4 Buyback

As noted above, the base case for this study took into account all the buyback that has already occurred.

When the future is uncertain, one way to understand the potential impact of an uncertain change is to consider the 'best' and 'worst' case scenarios. This was the approach this study took for understanding the potential impact of future buyback. The 'best case' would be that no additional buyback would be undertaken from the GMID. At the other extreme, the 'worst case' would see considerable additional buyback to meet the 'shared reduction.' In reality, the future is likely to fall somewhere between these two extremes, depending on how much water can be recovered through other means.

It was assumed that the worst case would see Victoria contributed to the 971 GL shared reduction in proportion to the water entitlements held in Victoria, relative to those held in NSW and SA (i.e., a *pro rata* contribution).<sup>43</sup>

In practice, when the 'best case' scenario was analysed, it was found to be very close to the base case. Accordingly, for the purposes of this study, there was negligible benefit in including this scenario, so only the 'worst case' Basin Plan scenario was used. However, this analysis underlines the importance for the Shepparton community of the way the Basin Plan is implemented; if further buyback can be minimised, then the community will experience the unfolding impacts of the buyback that has already occurred, but will be in a relatively good position to continue to recover from drought and adapt to climate change.

Table 3-6 and Table 3-7 illustrate the changes examined.

<sup>37</sup> RMCG analysis. Adjusts entitlement acquisition to take account of reliability and the split between the Victorian Murray and Goulburn valleys. Note that since this table was prepared, further buyback has continued.

<sup>38</sup> Based on 357,525 ML of HRWS purchase in GMID at 65% for study area at 98% (base case) availability

<sup>39</sup> Based on 75,000 ML for Stage 1 for the environment, 65% allocated to study region and 98% availability

<sup>40</sup> Based on 14,700 ML for rounds 1 and 2 at 65% and 98% = 9,077

<sup>41</sup> Based on stage 2 204,000 ML at 65% & at 98% = 126,000 ML plus 46,000 ML stage 1 = 172,000 ML

<sup>42</sup> Based on round 1,2,and 2DSE of 24,700 ML at 65% and 98% = 15,700

<sup>43</sup> It should be noted that this is one of a range of possibilities. While a *pro rata* contribution was also assumed in MDBA modelling for the proposed Basin Plan, the actual Victorian contribution will depend on how the water is acquired and any particular characteristics of water sought by the Commonwealth (e.g. reliability of entitlement). It could be higher or lower than this *pro rata* assumption.

**Table 3-6. Estimated impacts for Moira, Campaspe and Greater Shepparton.**

Scenario	Climate	Approximate ML						
		Long term average allocations (after losses)	NVIRP in HRWS <sup>44</sup>	Federal buyback to date (this offsets the BP volume) in HRWS	On-farm irrigation efficiency program (vol saved & retained on farm) in HRWS	Long term water trade trends in HRWS	Basin Plan at 2,750 GL SDL use Assuming current	Total use (cannot be summed)
Base case	1,360,000	49,000	-232,000	10,000	-131,000	Not applicable	1,063,000	
Scenario 1	1,360,000	182,000	-232,000	16,000	-131,000	-550,000	880,000	
Scenario 1b (no more buy back)	As for scenario 1					-232,000 (approx.)	1,198,000	Similar to Base (slightly more water due to NVIRP2 & OFIEP)
Scenario 2	1,250,000	182,000	-232,000	16,000	-131,000	-500,000	810,000	
Scenario 2b (no more buy back)	As for scenario 2					-213,000	1,101,000	Similar to Base (slightly more due to climate change offsetting NVIRP2 & OFIEP)
Scenario 3	880,000	182,000	-232,000	16,000	-131,000	-360,000	575,000	
Scenario 3b (no more buy back)	As for scenario 3					-151,000	781,000	Similar to Scenario 2

Due to the similarities between some scenarios, this study looked at the following four scenarios to estimate impacts on water availability (Table 3-7).

**Table 3-7. What the four scenarios can be used to represent.**

	Climate	NVIRP	Federal buyback to date (	On-farm water efficiency program	Long term water trade	Basin Plan
Base case approximates	Current	Stage 1	Yes	To date	yes	No
	Current	Stage 1&2	Yes	To date & future	yes	No more buy back
	Medium climate change	Stage 1&2	Yes	To date & future	yes	No more buy back
Scenario 1	Current	Stage 1&2	Yes	To date & future	yes	Purchase of gap to 550 GL
Scenario 2 approximates	Medium climate change	Stage 1&2	Yes	To date & future	yes	Purchase gap to 550 GL
	High climate change	Stage 1&2	Yes	To date & future	yes	No more buy back
Scenario 3	High climate change	Stage 1&2	Yes	To date & future	yes	Purchase of gap to 550 GL

<sup>44</sup> HRWS = high reliability water shares.

It was assumed that the Commonwealth would source proportionately from high and low reliability water entitlements. This would mean that the 550 GL additional water identified above in Table 3-5 would comprise around 445 GL of high reliability and 105 GL of low reliability water shares (in terms of average total yield, rather than number of entitlements).

An important additional piece of analysis that then was required for this study was to understand which irrigation farmers would be most likely to sell this water to the Commonwealth. The study assumed that this would overwhelmingly depend (in net terms) on farming sector, within the GMID. Horticulture water use would be constant (it would buy water for a fixed area) which means that its share of available water would increase as water availability declines (i.e., horticulture would respond to a drying climate by buying more water). This is related to the relative importance of water as an input cost to the other input costs, and the economic yield, of horticulture. The study assumed that this water would largely come from mixed farming; mixed farmers' share of available water would decline with declining water use, as it has the lowest gross margin per unit of water and has been the traditional seller of water. It is also assumed that it uses 50% of LRWS allocation when it is available. Some water would also come from dairy; at present, the dairy share of available water is 72% of all HRWS and 50% of LRWS and this share of available water was kept constant over the scenarios.

### 3.1.5 Irrigation modernisation

The \$2 billion Northern Victorian Irrigation Renewal Project (NVIRP) has been underway in the region since 2008, and will continue to 2018. It is being undertaken in two stages: NVIRP stage 1 is running from 2008-2012, and NVIRP stage 2 commenced recently. One of the key deliverables from NVIRP is the recovery of water that formerly was lost to leakage, seepage and evaporation, resulting in high reliability water entitlements assigned to the environment. This water contributes towards meeting the environmental water allocation objectives of the Basin Plan.

This study assumed that:

- From NVIRP stage 1, 49 GL of the 75 GL environmental savings for the entire GMID has been contributed to the Commonwealth from the study area – this is part of the base case; and
- From NVIRP stage 2, 133 GL of the 204 GL environmental savings for the entire GMID will be contributed to the Commonwealth from the study area. This applies to scenarios 2, 3 and 4, in addition to NVIRP 1.

These figures are in terms of HRWS entitlements, not average allocations. As noted above, the reliability of entitlements will be affected by the climate change scenarios. Average allocations under the no climate change assumption are shown in Table 3-5.

### 3.1.6 On-farm water use efficiency

The Commonwealth's \$300 million On-Farm Irrigation Efficiency Program is aimed at assisting irrigators in the Lachlan and southern connected system of the Murray-Darling

Basin to modernise their on-farm irrigation infrastructure while returning water savings to the environment.

This study assumed that 50% of water savings would be retained by farmers, with the other 50% assigned to the environment. The assumptions were:

- Rounds 1 and 2 – 8.2 GL and 6.5 GL of savings retained by irrigators for additional productive use – this is part of the base case;<sup>45</sup> and
- Round 3 – 10 GL assigned to the environment. This applies to scenarios 2, 3 and 4, in addition to rounds 1 and 2. (This is the same as Round 2 \$43.7 M State Priority project that has been funded via DSE). Round 3 for the Commonwealth has not yet been called for, and would be additional again.

These figures are in terms of entitlements, not average allocations. As noted above, the reliability of entitlements will be affected by the climate change scenarios. Average allocations under the no climate change assumption are shown in Table 3-5.

## 3.2 Scenario impacts

### 3.2.1 First and later-round impacts

Any significant change – such as reduced water availability – will trigger initial (also known as first-round) impacts, which then will result in flow-on (also known as second-round) impacts. Those second-round impacts mean that the final impact of a change will not be the same as its initial impact. For example, a first-round impact of reduced water availability may be that irrigated production is reduced and some jobs are lost. However, not all those jobs will be lost forever; when people lose one source of employment most will look for alternate work, which may see other parts of the economy grow, or may see populations shifting to area where there are employment opportunities.

When assessing the impacts of change on communities, it is important to be cognisant of both first-round and subsequent impacts. However, for this assignment, the focus is on adaptation. That means the priority of this project is to assist in making those second-round responses and impacts as constructive and positive as possible for the Greater Shepparton community. It was therefore appropriate to undertake order-of-magnitude assessment of first-round impacts of reduced water availability on economic production and on jobs, to guide the development of toolkit options. Those estimates are briefly outlined below.

***Please note that these estimates, being merely first-round estimates, should not be used for any purpose other than the purpose of this project; they do not take second-round impacts and adjustment into account and therefore do not represent an assessment of impacts on the community of climate change and the Basin Plan.***

The reader is referred to other studies on those topics, if needed.<sup>46</sup>

<sup>45</sup> For the purpose of this assignment it is assumed none of the round 1 is included in the Federal government purchases, but in reality a small amount would have.

<sup>46</sup> See for example RMCG, 2012, *Predicting socioeconomic impacts of the proposed Basin Plan on Victoria*. Report for Hume, Loddon Mallee and Grampians Regional Development Australia Committees, February.

### 3.2.2 First-round impacts on economic production

As noted in section 3.1.4, this study assumed that in the first round, as water availability reduced:

- Horticulture (overall) would respond to a drying climate and uncertainty about water availability by buying more water to hold the same volume it initially held;
- This water would largely come from mixed farming; and
- Some water would also come from dairy.

These assumptions were also tested and confirmed with stakeholders in project workshops.

These assumptions were modelled by RMCG using gross value of production calibrated to 2005/06 ABS data and 2005/06 water use by local government area.<sup>47</sup> 2030 returns per ML include productivity gains for improved services (NVIRP) and technology. Water use is set out in Table 3-8.

**Table 3-8. Adopted values per ML and irrigation water use.<sup>48</sup>**

Industry	2005/06 ABS derived value \$/ML <sup>49</sup>	2030 estimated values \$/ML	Irrigation use ML/ha
Mixed farm irrigation	399	638	3.1
Dairying	730	1,230	3.5 (long term 7 ML/ha for high % of perennials is reduced to reflect more annual pasture as water availability decreases and land availability increases)
Horticulture	4,000	5,457	6.5

The estimates of first-round impacts summarised in Table 3-9 (wider region) and Table 3-10 (Greater Shepparton alone) are intended to provide a broad sense of the relative impacts of the different climate change scenarios on the gross value of irrigated production for each of the main industries in the Study Area.

They do not represent input-output or CGE economic modelling and provide only farm gate values. As noted above, they do not include second-round adjustments such as moves into alternative land uses, alternative uses of other forms of capital, and alternative employment.

[http://www.rdv.vic.gov.au/\\_data/assets/pdf\\_file/0007/79531/Victorian-Impacts-of-the-proposed-Basin-Plan-RMCG-20120220.pdf](http://www.rdv.vic.gov.au/_data/assets/pdf_file/0007/79531/Victorian-Impacts-of-the-proposed-Basin-Plan-RMCG-20120220.pdf) accessed 23 March 2012.

<sup>47</sup> This was the most recent data available for this study

<sup>48</sup> RMCG analysis, 2012 dollars.

<sup>49</sup> Derived by RMCG from Adviser Edge, 2009, *Goulburn Murray Irrigation District Economic Profile*, 20 March.

**Table 3-9. Estimated impacts for Moira, Campaspe and Greater Shepparton (2030 productivity returns unless noted otherwise).**

Scenario	Total ML use	Total \$	Mixed Farming \$	Dairy \$	Horticulture \$
Base case	1,062,000	\$1,512,000,000	\$171,000,000	\$872,000,000	\$470,000,000
Scenario 1	880,000	\$1,332,000,000	\$124,000,000	\$739,000,000	\$470,000,000
Scenario 2	810,000	\$1,264,000,000	\$104,000,000	\$690,000,000	\$470,000,000
Scenario 3	575,000	\$1,025,000,000	\$50,000,000	\$505,000,000	\$470,000,000
Base case at 2005 productivity	1,062,000	\$969,000,000	\$107,000,000	\$517,000,000	\$344,000,000

The above figures exclude the following:

- In scenario 2 there is a 2% chance of zero allocations on the Murray, assuming that half of these events are mitigated by use of carryover. This gives a 1% chance of complete tree replacement (perennial horticulture). This is estimated to be \$372 M for the proportion of horticulture that is on the Murray system, which is an average annual cost of \$4 M. However, this may be offset by access to groundwater; and
- In scenario 3 the probability doubles and the average annual cost is \$7 million.

**Table 3-10. Estimated impacts for Greater Shepparton only (2030 productivity returns unless noted otherwise).**

Scenario	Total ML use	Total \$	mixed farming \$	dairy \$	horticulture \$
Base case	331,000	\$621,000,000	\$57,000,000	\$219,000,000	\$345,000,000
Scenario 1	279,000	\$572,000,000	\$41,000,000	\$186,000,000	\$345,000,000
Scenario 2	259,000	\$553,000,000	\$35,000,000	\$173,000,000	\$345,000,000
Scenario 3	193,000	\$489,000,000	\$17,000,000	\$127,000,000	\$345,000,000
Base case at 2005 productivity	331,000	\$419,000,000	\$36,000,000	\$130,000,000	\$253,000,000

Mixed farming has a large reduction in Scenario 3, but this depends on relative profitability versus horticulture and dairy over the long term.

This would be offset by small increases in dryland production of between \$6 million and \$16 million.<sup>50</sup>

### 3.2.3 Estimated impacts on land use

Mixed farming is likely to have the largest reduction in water use (Table 3-11). Paradoxically, this type of farming is likely to have the greatest expansion in area, as it includes dryland cropping and grazing enterprises, which will expand to utilise the unirrigated land. These mixed farmers are likely to opportunistically irrigate when water prices and commodity prices justify water use.

<sup>50</sup> Scenario 1 –15,000 ha of reduction in irrigation going to dryland at \$400/ha gross income = \$6 M; Scenario 2 - 22,000 ha of dryland at \$400/ha gross income = \$8.8 M; Scenario 3 – 41,000 ha of dryland at \$400/ha gross income = \$16.4 M

The change in farm numbers is hard to predict, because the average size of properties over the next twenty years will change. If it were assumed that future dryland farms would average 3,000 ha in size and they would be able to encompass all the new dryland that may be created under Scenario 2, there would 145 irrigated farms (at 200 ha each) transitioning to around 10 dryland farms. However this is an extreme example; experience in the North Central Region has been that most mixed farms retain some irrigation as they expand the dryland component of their farm. This would mean that the average farm size, while expanding, would not be as large as fully dryland farms.

There are limited opportunities for small on-farm storages, which would need to be compliant with the farm dams legislation and the Murray-Darling SDL if they were to harvest flood waters for on going irrigation use. However, there is a risk is that these storages would be dry after consecutive low rainfall years when the value of irrigation water is at its highest.

**Table 3-11. Estimated impacts on land use for Greater Shepparton only (rounded)**

Scenario	Total irrigated area all industries (ha)	Total change in irrigated area (ha)	Percentage change in irrigated area	Mixed farming change in irrigated area (ha)		Dairy (ha) change in irrigated area (ha)		Horticulture (ha) (nil reductions assumed)
				ha	% reduction	ha	% reduction	
Base case	89,000			29,000		51,000		10,000
Scenario 1	74,000	-15,000	-17%	21,000	-27%	43,000	-15%	10,000
Scenario 2	67,000	-22,000 ha	-24%	17,000	-39%	40,000	-21%	10,000
Scenario 3	48,000	-41,000	-47%	8,000	-71%	29,000	-42%	10,000

## 4 Case studies

### 4.1 Introduction

The project brief for this assignment specified that it should use case studies of Tatura West, Katandra West and Shepparton East to support detailed analysis of the potential impacts on agriculture and related industries and development of appropriate strategies to reduce these impacts. The three areas include urban/peri-urban and farming land and each has different features in terms of farming history, irrigation system status, soils and community dynamics. This assignment addressed the case study areas in three sequential steps:

1. A desktop analysis of each area was conducted from near project commencement until January 2012;
2. A workshop was held in each area in February/March 2012, to garner input and engagement with local community members invited by council; and
3. As toolkit options were developed, the input from the workshops was used and toolkit options that would apply to each area were identified.

The locations of these three areas are shown in Figure 4-1, which shows that:

- Much of the Greater Shepparton is of relatively smaller blocks with a few larger blocks scattered throughout, but there is a pattern of larger blocks to the east of the region, which generally are dryland farms;
- Katandra West has many small properties under 20 ha (which reflect a history of soldier settlement);
- Shepparton East also has many small properties under 10 ha and is close to the city; and
- Tatura West, like the rest of the Greater Shepparton area, has a mixture of large and small properties.



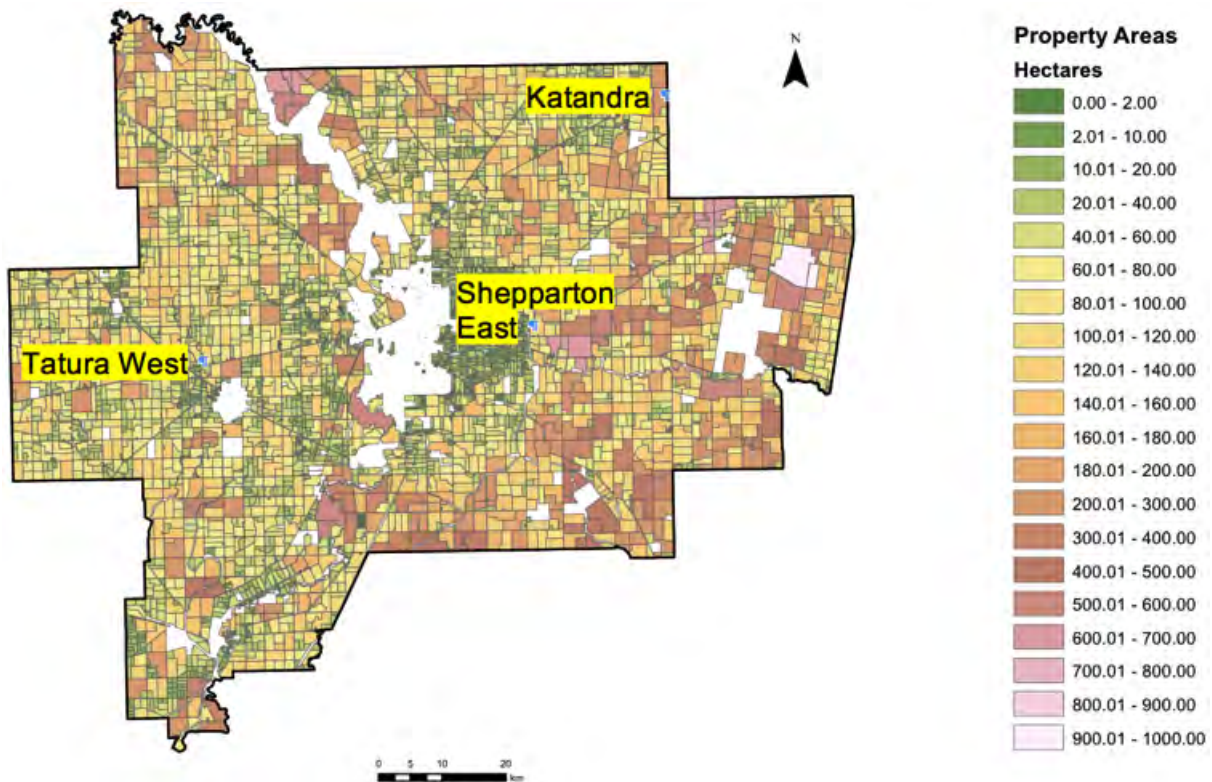


Figure 4-1. Case study locations and property sizes in Greater Shepparton.<sup>51</sup>

#### 4.1.1 Land Use

Table 4-1 indicates that, of the three areas, Tatura West has the largest area of dairying and a large proportion of active irrigation in 2009 of more than 85% (19,922 ha from 23,409 ha).

Katandra West, on the other hand, had a bigger reduction in dairying during the drought and had a low proportion of active irrigation about 50% (5,062 ha from 9,950 ha). This area also had a larger loss of dairy properties in maps produced in a 2010 report for NVIRP and DPI.<sup>52</sup>

Figure 4-2 shows land use across the Council area – including the preponderance of horticulture properties around Shepparton east, its proximity to urban (non-rural) land, the use for grazing and cropping in both Katandra West and Tatura West, and the extensive dryland farming in the eastern part of the Council area.

<sup>51</sup> Map based on one developed by Greater Shepparton City Council.

<sup>52</sup> HMC Property Group incorporating LG Valuations and HMC Valuers - Opteon, 2010, *Changing land use in the GMID 2006-2010: Where have all the dairies gone?* Prepared for Northern Victoria Irrigation Renewal Project and Department of Primary Industries, July.

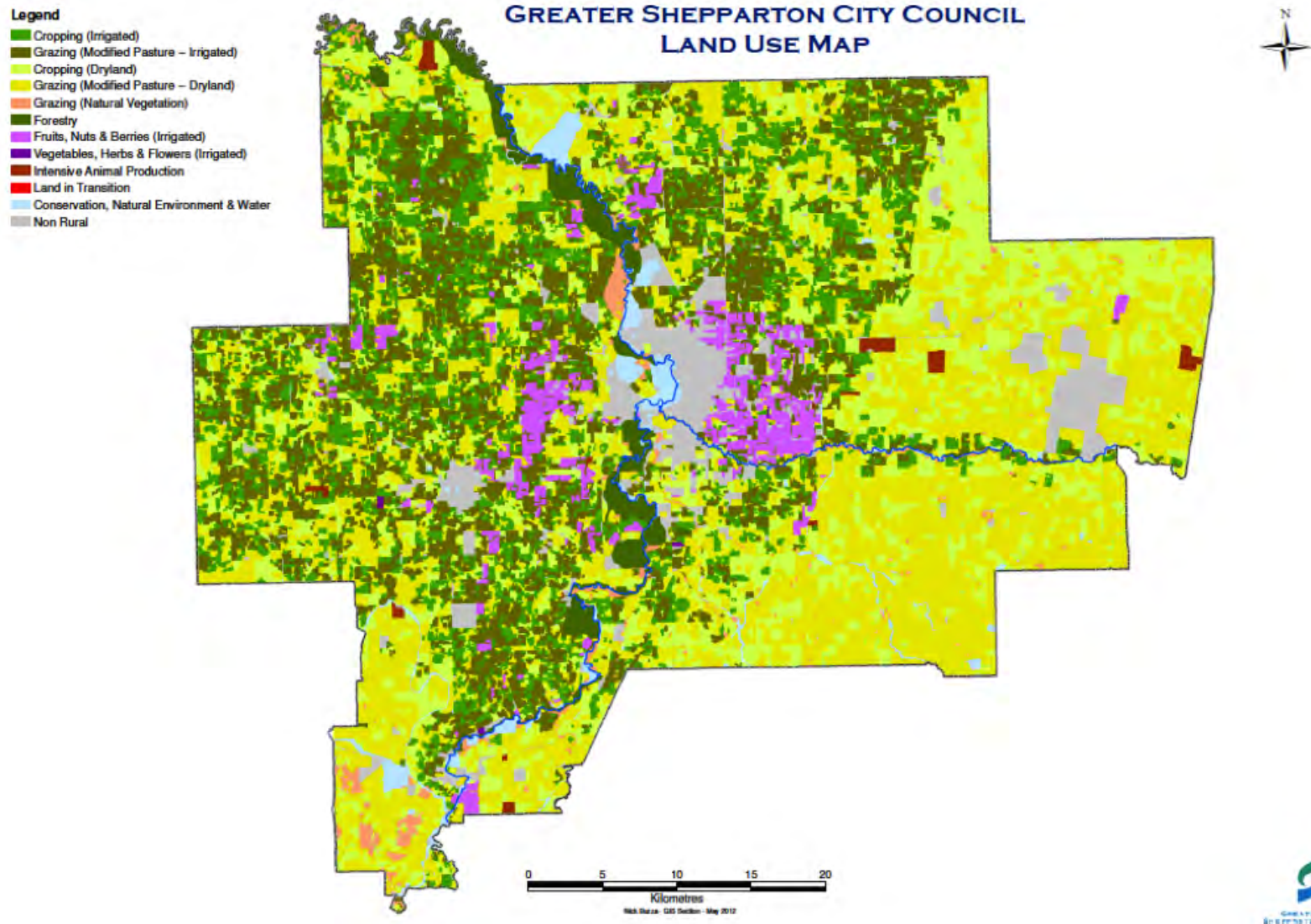


Figure 4-2. Greater Shepparton land use map (Source: Greater Shepparton City Council, May 2012)

**Table 4-1. Land use data by year for 2004, 2008 and 2009.<sup>53</sup>**

	Ha, in 2009	Ha, in 2008	Ha, in 2009
<b>Katandra West</b>			
Total Area- district boundaries	9,950		
Non agriculture			1,562
Primary production			8,388
Active irrigation			5,062
Inactive irrigation			3362
Area Beef	160	160	
Area Dairy	3,444	957	
Ex Dairy Fodder production	53	2,701	
Area Mixed Grazing	99	99	
Area Cropping general	537	537	
Area Cropping irrigated	1,108	1,108	
Area Permanent Horticulture	0	0	
Water Use All Industries	15,735	5,291	
<b>Shepparton East</b>			
Total Area- district boundaries	7,896		
Non agriculture			503
Primary production			7,393
Active irrigation			5,036
Inactive irrigation			2,357
Area Dairy	943	375	
Ex Dairy Fodder production	0	568	
Area Mixed Grazing	0	0	
Area Cropping general	1,017	1,055	
Area Cropping irrigated	1,584	1,584	
Area Permanent Horticulture	3,060	3,015	
Water Use All Industries	19,095	14,240	
<b>Tatura West</b>			
Total Area- district boundaries	23,409		
Non agriculture			3,354
Primary production			20,055
Active irrigation			19,922
Inactive irrigation			133
area beef	324	288	
Area Dairy	11,310	5,222	
Ex Dairy Fodder production	164	6,364	
Area Mixed Grazing	311	311	
Area Cropping general	637	637	
Area Cropping irrigated	7,119	7,302	
Area Permanent Horticulture	540	540	
Water Use All Industries	50,143	21,902	

<sup>53</sup> This is the most recent data identified as being available. Source: Department of Primary Industries, Victoria.

## 4.2 Katandra West

### 4.2.1 Current landscape

Katandra West is an irrigation district to the west of the East Goulburn Main irrigation channel. It has excellent soils, and was a small soldier settlement area, with correspondingly small block sizes.

In 2006, the population of the Katandra West urban centre / locality was 216 people.<sup>54</sup>

Katandra West traditionally has been a dairy farming area, with limited mixed farming, due to the small block sizes, and little horticulture.

Katandra West saw a large reduction in dairying and a low proportion of active irrigation during the drought.

Table 4-1 shows that from 2004 to 2008:-

- dairy fell to below 30% of its 2004 area
- Beef, cropping, and grazing was a small proportion of the area and did not change (although the proportion irrigated would have)
- water use dropped to 33% of 2004 water use
- The area irrigated declined, and still is very low
- It has a high proportion of non agricultural use.(19%) in 2009
- It has a very high proportion of inactive irrigation (40%) in 2009

A key challenge for farming in Katandra West is the small block size, which is not economic for mixed farming or even dairy and which would require a large number of amalgamations to make an economic farm for other uses. The previous generation of farmers could maintain an adequately-sized herd of around 90 cows on 40 ha, but dairy farms now need to be much 300 to 400 cows on 200 to 250 ha larger to be viable into the future. Mixed farms need larger areas again and will need upwards to 1000 ha to gain economies of scale and income generating capacity to be viable units. Amalgamation on that scale would entail rationalisation of redundant dairies and other infrastructure, managing the challenge of price expectations of sellers and the existence of homes on each block, and the need to incorporate a number of blocks. This would, in most cases, be prohibitively costly and complex relative to the cost of setting up elsewhere.

A lot of dairy farmers in Katandra West were seriously set back by the drought and have not managed to re-enter the sector since. Partly in consequence of the drought, the younger generation has found employment elsewhere and many are not expected to return; it is also hard to attract relief workers to local dairy farms.

<sup>54</sup> ABS, 2007, *Katandra West (L) (UCL 224030) Basic Community Profile*. 2006 Census Community Profile Series.

The economic challenges to farming locally are compounded by the cost of maintaining the recently-modernised pipelined irrigation supply, which was modernised prior to the Northern Victorian Irrigation Renewal Project (NVIRP) and was not combined with a program of rationalisation.

Katandra West has a strong sense of community, with a number of original soldier settler families still living there and keen to stay. It also has a number of people who are unable to relocate because they cannot sell their house separately from their farm, and cannot sell their farm at a price that would allow them to relocate in town – with resultant problems of appropriate land management.

Workshop participants reported that the community is contracting as on-farm employment demand falls, and school numbers are declining as the town increasingly becomes a dormitory suburb of Shepparton, and people take their children into Shepparton for school and shop in the city too. At the same time, some people are moving out to Katandra West because they cannot afford to buy or rent in Shepparton – wealthier people tend to be attracted to the area for hobby farms, but the town itself attracts people of much lower socioeconomic status. Many of the latter group have social support needs that are not being appropriately met.



Figure 4-3. Aerial photo map of Katandra West (2010).<sup>55</sup>

<sup>55</sup> Source: <http://www.nearmap.com>

## 4.2.2 Future options

The high cost of the irrigation supply is a serious challenge to the economic viability of some farms that cannot gain economies of scale or move to higher-value products. Farmers are keen to see further water tariff reform, particularly of delivery shares.

There has been some movement to feedlotting from dairy.

Katandra West has an modernised pipelined irrigation supply and excellent soils, but small land parcels that make it unlikely to return to dairying or be suitable for large scale dryland farms unless land parcels are amalgamated and infrastructure rationalised.

The area may, however, have a future for some intensive horticulture, which does not require land parcels as large as those required for dairy and mixed farming. This suggests potential for a horticulture prospectus to signpost areas where horticulture would be suitable.

## 4.3 Shepparton East

### 4.3.1 Current landscape

Shepparton East is predominantly horticulture with some irrigated cropping and some non agricultural use, and small blocks. In 2006, the population of the Shepparton East urban centre / locality was 210 people.<sup>56</sup>

Table 4-1 shows that from 2004 to 2008:

- Horticulture is over 40% of the area and did not change;
- Cropping area is around 22% of the area and did not change (although the proportion irrigated would have);
- Dairy fell to around 40% of its 2004 area;
- Water use dropped to 74% of 2004 water use;
- The area irrigated did not change much during the drought, except for dairying;
- It has a low proportion of non agricultural use (7%) in 2009; and
- It has a high proportion of inactive irrigation (32%) in 2009.

Shepparton East has an old channel supply and excellent soils, but small land parcels that make it only suitable for high value intensive irrigation. It has the advantage of being close to a number of packing sheds and the SPC Ardmona cannery. Being close to Shepparton it also has access to labour.

There is pressure for subdivision of land for urban growth, which needs to be avoided to ensure that this area remains a viable horticultural zone, with minimal impact from the need to manage land use conflicts such as noise impacts if there is adjacent residential land.

<sup>56</sup> ABS, 2007, *Shepparton East (L) (UCL 248390) Basic Community Profile*. 2006 Census Community Profile Series.



Figure 4-4. Aerial photo map of Shepparton East (2011).<sup>57</sup>

### 4.3.2 Future Landscape

The future landscape for horticulture is probably a similar sized industry with adjustment to high-density plantings and relocation to greenfield sites for expansion. If there were any change to the urban boundary into the horticulture area, relocation would accelerate as urban encroachment occurs. The Greater Shepparton Housing Strategy<sup>58</sup> has defined the Shepparton east settlement boundary and future directions for growth.

If access to export markets occurs and the exchange rate improves then there could be a net expansion (as could happen if different markets / different products become important). However, under the status quo, imports are likely to impinge increasingly on the traditional market, driving increased price pressures and pressures on canning quotas.

In the long term the area of horticulture is expected to remain a similar size, but with more fresh fruit, with a high value, high quality focus, and with some alternative crops \*(including annual small crops).

The use of shade netting and high technology, high-density systems is expected to increase and this will require access to large amounts of capital.

Key issues are

<sup>57</sup> Source: <http://www.nearmap.com>

<sup>58</sup> David Lock and Associates, 2009, *Greater Shepparton Housing Strategy*

- The threat of urban encroachment and resultant land use conflicts;
- Horticulture amalgamation;
- Irrigation modernisation; and
- Market demand for fruit including processed fruit as defined by the current supply quota system.

#### **4.4 West of Tatura**

##### **4.4.1 Current landscape**

Tatura West is predominantly dairying, mixed grazing and cropping with some horticulture and some non-agricultural use. It has a mixture of large and small properties.

Table 4-1 shows that from 2004 to 2008:

- Dairy fell to around 46% of its 2004 area;
- Mixed grazing and cropping area is around 55% of the area and did not change (although the proportion irrigated would have);
- Horticulture is less than 3% of the area and did not change;
- Water use dropped to 44% of 2004 levels, but improved in 2009 as reported by the area of active irrigation;
- The area irrigated dropped enormously in the drought;
- It has a high proportion of non agricultural use (17%) in 2009; and
- It has a very low proportion of inactive irrigation (<1%) in 2009.

Tatura West has an irrigation system that is being modernised by NVIRP and a mixture of medium to excellent soils (with some heavier salty soils in southern areas), and a range of land parcels that make it suitable for a range of uses. Being close to Shepparton it has access to labour, but also high land values because of competition from people seeking to buy properties for rural lifestyle reasons.



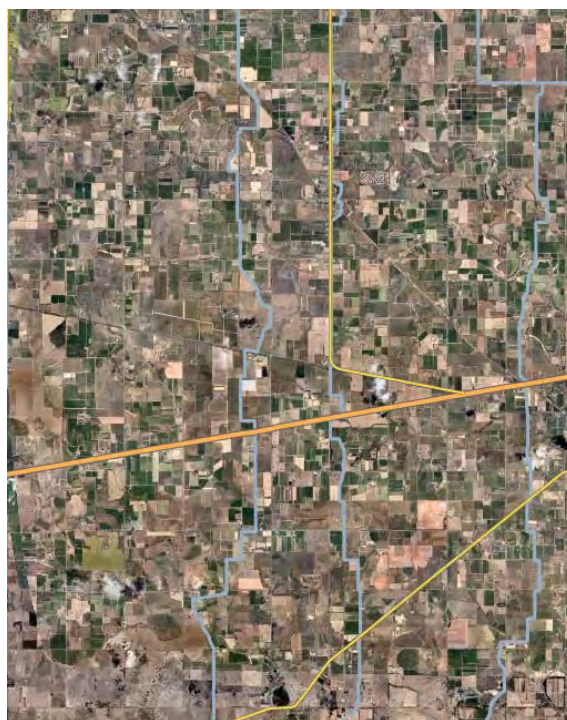


Figure 4-5. Aerial photo map of Tatura West (2011).<sup>59</sup>

### Future Landscape

West of Tatura is a prime mixed irrigation and dairy area with opportunity for farms to expand. The future is likely to see NVIRP reconfiguration and farm consolidation, leading to:

- Larger dairy farms;
- Larger mixed farms; and
- Larger horticulture.

This is similar to the remaining areas in the Greater Shepparton area.

## 4.5 Water-related issues in the case study areas

### 4.5.1 Irrigation Modernisation

Irrigation modernisation provides the opportunity for landholders to reconfigure supply systems and land blocks to achieve larger scale and more efficient irrigation systems. It also enables rationalisation of unused infrastructure and strategic decision making on which areas will be irrigated and which areas will be dryland.

Alternative crops are often raised as the saviour for small properties. For example Werribee now a vegetable growing area, once was dairy. But only markets enable conversion to profitable alternative crops on a large number of properties. Werribee had the advantage of

<sup>59</sup> Source: <http://www.nearmap.com>

market proximity, superb soils, irrigation and drainage. Individual producers continually seek and test alternative crops. Market development depends on the skills of these individual firms and industries rather than is something that can be production driven. There is a history of oversupplying markets and making industries unprofitable when this is not driven by market demand.

The Shepparton Irrigation Area (all the area east of the Goulburn) has mostly already been modernised through G-MW's FutureFlow Project, except for the Shepparton East area and some areas around Kialla. The same applies to the Central Goulburn System 1-4 (roughly the area between a north south line running through Tatura and the Goulburn). This modernisation achieved some rationalisation, but did not have the benefit of the larger restructuring packages available under NVIRP.

The areas that NVIRP programs are now modernising are the areas west of Tatura, Shepparton East and around Kialla. This is a relatively small proportion of the Greater Shepparton area that is irrigated, less than 30%.

This means that most of the Greater Shepparton area has already been modernised, but without the large scale rationalisation packages available through NVIRP. This creates more difficulty for those properties adjusting to larger scale when there is redundant modernised infrastructure. This is particularly an issue for the Katandra West area where land parcels are very small.

#### 4.5.2 Unbundled water

As people sell water to the Commonwealth and others and there is less water through climate change, irrigators have some difficult decisions to make about how much delivery share to hold. They also have the question on whether to hold onto a water use license.

The water use license determines the annual use limit or how much water can be used on a parcel of land, as there are no annual charges of holding onto this and the license enables flexibility to switch to irrigation in the future they are likely to be held. There is the issue that after 10 years of nil use the water use license could be cancelled.

More importantly is the issue of delivery shares. This attracts a significant annual charge and is a cost that provides no return for a dryland operation. Terminating the delivery share attracts a charge of ten times the annual fee.

The delivery share was created at the time of unbundling in 2007. Delivery share is an entitlement to have water delivered to land through the channel or piped network in an Irrigation Area. With unbundling, delivery share rate was calculated as 1 ML a day for every 100 ML of water right and domestic and stock allowance owned. But delivery share actually allows irrigators to have at least the equivalent of their delivery share delivered every day of the 270-day irrigation season. For example if a 5 ML/day delivery share can have 1,350 ML (5x270) delivered during the season - deliveries above this volume incur casual use fees. Casual use is more exposed when rationing occurs.

There are two broad issues:

- the constraints that termination fees have on system rationalisation. Should there be an agreed trigger for the removal of termination fees to promote optimal reconfiguration? At

present irrigators choose to pay the annual infrastructure access fee instead of face the far larger termination fee. That locks up opportunities for sensible change;

- the immature market in delivery shares. There is poor definition of property rights, and current water allocation policies and tariffs undermine those property rights and create perverse outcomes. There should be logical integration between the ownership and trade of delivery shares, levels of service and tariffs.

These are covered in the following points.

### **Termination fees and rationalisation**

Historically, district infrastructure efficiency was maximised because water could not move away from the infrastructure. It was tied to district serviced land, and water charges per ML of use were kept low.

Water reform (trade, water buy-backs, etc.) encouraged water to leave districts to move to higher value use or to the environment. Therefore, District infrastructure is “under-utilised” relative to historic use and is less efficient<sup>60</sup>. This means that water charges rise when expressed per ML of water use.

Districts with higher losses or less restructuring to save cost have the highest rises in charges (e.g. Shepparton).

Termination fees protect district viability by ensuring those that leave the supply pay their share of the district’s future fixed costs. This provides certainty for irrigator investment, which would otherwise be limited by the prospect of ever rising water charges.

Termination fees work well in a system with a stable overall demand profile. They are not well suited to a scenario where the system operator seeks to develop a reconfiguration strategy to reflect reduced demand/supply and where buyback is purchasing large volumes at random across the district.

In these circumstances, termination fees can act as a barrier to rationalisation. Irrigators are unwilling or unable to pay the fee and the infrastructure continues to be maintained even if it is not used – with irrigators choosing to pay the annual infrastructure access fee rather than the termination fee. An extreme case would be a district or part of a district with no water use that continues to levy charges for infrastructure that has no prospect of use.

This is a problem, it is an unnecessary charge on landholders and can prevent the efficient adoption and viability of dryland farming because of the impediments associated with irrigation infrastructure.

In theory, rationalisation of infrastructure in this district should occur to lower the termination fee so that the barrier to decommission the infrastructure is reduced. That is, the termination fee should represent the present value of the real future cost stream faced by the authority. But in practice the water authority is in a Catch 22 situation and has little incentive to rationalise, unless there is NVIRP or a customer group pushing for this. The ACCC accepted

<sup>60</sup> Efficiency in the form of infrastructure utilisation rather than conveyance efficiency.

that termination fees could just be a multiple of current charges rather than the PV of future costs.

This may become a critical issue for the non-NVIRP districts such as Katandra West.

In the NVIRP area the need to pay the termination fee as part of the compensation acts as a deterrent to exiting the supply system and the sale of water from the spurs (i.e. connections program areas). This maintains the “Swiss cheese” effect, rather than targeting the buy back to the spurs.

Therefore, there is a need to identify a consistent process for identifying the tipping point for **when termination fees should be removed so that this barrier to rationalisation is lifted.**

### Delivery Shares

Annual fees for delivery shares vary across the GMID, including \$4,527/ML/day for Shepparton, and \$3,001 for Central Goulburn.<sup>61</sup> In the GMID, rationalisation is addressed by NVIRP modernisation of the backbone and the strategic connections program. However, there are inequities caused by the current approach to delivery shares (DS). The current approach is not conducive to:

- developing a market in DS and
- creating a link between DS held and level of service received.

For example, there is no incentive to buy DS until usage reaches 270 ML/DS when the casual use fee is incurred. Most users hold 100 ML high reliability water shares per DS and channel capacity allows usage of c.140 ML /DS (including low reliability, losses etc.). This means that users have free access to the spare capacity in the channel system, and other irrigators’ unused DS.

This effectively adds to the supply of DS, diminishes the value of DS and constrains trade in DS. It also means there is no relationship between the level of service received and the DS held. A mature market for DS would send a clear message on what level of service is required and where rationalisation and modernisation should occur.

The market could help define a range of DS products based on the level of service required by different users.

It would be much more cost effective to do this prior to modernisation than afterwards.

**This suggests that it would be beneficial to develop and trial (at least conceptually) a new approach to delivery shares. This would include how it can inform levels of service, infrastructure investment and reconfiguration.**

These issues relate to irrigation across the whole of the Goulburn Murray Irrigation District and a G-MW wide approach to policy in response to less water is needed. Land use is

<sup>61</sup> GMW, 2011, *Goulburn Murray Water Prices*. <http://www.esc.vic.gov.au/getattachment/0f9796a2-52fb-4c2b-be2a-a6c7ee290832/Tariffs-2011-12-Goulburn-Murray-Water-tariff-sched.pdf> accessed 9 May 2012

influenced by these policies, but other actions are also needed in concert with these. For example, industry initiatives for assisting small producers achieve economies of scale .

### 4.5.3 New dryland

There has been considerable concern in the farming community that new dryland created by reduced water available will become unfarmed “abandoned” land. This then may create problems in terms of pest plant and animals, aesthetics and fire risks.

There are a number of factors that can create unfarmed land (or factors that add to the friction against adjustment). These include:

- Need to pay high termination charges on land holding delivery share (as above).
- Small property size, land parcels are too small to be viable dryland paddocks and modern large machinery cannot be cost effectively used. Related to this is disparate ownership, which means the transaction costs of amalgamating enough land is very high.
- Too much infrastructure, fences, roads, sheds, irrigation channels which are too costly to remove to become dryland paddocks
- Land value is too high to convert to dryland paddocks, due to alternative use for housing or hobby farms. This is a big issue close to Shepparton, where there is alternative employment, and off farm income provides incentive to convert farmland to rural living, hobby farming, horses etc. (e.g. Katandra West, Kialla, around Tatura).
- Lack of integration with existing mixed farms that operate both dryland and irrigation enterprises. If the land area has been part of a mixed farm or is located close to mixed farms, which have the skills, machinery and expertise to operate dryland paddocks, then they are less likely to be unfarmed. Conversely if the area does not have the skills in this area then there is a higher risk that it will be unfarmed.
- Market demand for dryland produce. Generally the dairy industry provides the local demand for feed and this is not a problem in the Shepparton area. However when feed is in ample supply then prices can be low, leading to more unfarmed land. Part of this is due to a shortage of dairy cows following the drought.
- Retirement. Some landholders close to retirement may hold onto the house and land rather than sell, which impedes succession. However, this is expected to be a short-term impact, until the property is sold or maybe leased.
- Rainfall; e.g. during the drought it was not profitable to grow dryland crops due to lack of rainfall (low soil moisture) and land was unirrigated due to high water prices/low allocations.

Over the long term it would be expected that the land become integrated in mixed farms (see separate report), as long as it is economic for this to occur. During the transition process, there may continue to be significant areas of ‘unfarmed land’ - albeit a reduced area than during the drought.

The drought created large areas of unfarmed land some of which are expected to return to either dryland or irrigated production. The rate of change will depend on the barriers above being addressed.

Addressing the above factors is the key to the integration of previously irrigated land into dryland farming by mixed farms. The alternative is to accept that some areas could transition to rural living/hobby areas (e.g. at Katandra West) or be unfarmed.

The unfarmed land is most likely to be located on areas where the above factors are greatest. Small blocks, high delivery shares, few existing mixed famers wishing to expand, high land values due to competition from rural residential.

**This is a key question for the project. Should some form of rural living/hobby farming be permitted on the non-horticultural small block areas at Katandra West and Kialla, and the remaining areas be restructured to enable viable dryland farming to exist in tandem with irrigation?**

Draft for Council endorsement

## 5 Toolkit to assist horticulture

### 5.1 Improved transport links (B1)

#### 5.1.1 Overview

Stakeholders have identified improved transport links to the east of Shepparton as a priority for all agricultural industries, but particularly for the horticulture industry. The concept has arisen due to the difficulty associated with large trucks travelling through the main part of town.

The Northern Victorian Regional Transport Strategy<sup>62</sup> proposes developing GVLink, an intermodal transport and logistics hub to the west of Shepparton, designed to take advantage of the Goulburn Valley Highway Shepparton bypass when it is built and also with a corridor to accommodate a potential rail link.

During RMCG's consultation for this project, horticulturists raised the following issues:

- Those based on the other side of Shepparton (Shepparton East) will not have easy access to this link;
- A bypass is needed as a high priority for Shepparton;
- Both freight and passenger rail services are poor and need improving, especially with links to the new wholesale market in Epping;
- Waiting times at the weighbridge at SPC Ardmona are often too long, leading to congestion on neighbouring streets;
- Light freight is also an important component of transport; and
- There is a high need to implement an overarching strategy considering all aspects, so that current bottlenecks are removed.

The new wholesale market is closer to Shepparton, which is an opportunity for the region.

The 2009 Northern Victoria Regional Transport Strategy was a joint project between six Councils and was developed by a working committee made up of officers from the Victorian Government and participating municipalities, with initial input gained from several industry sources.

The strategy aimed to provide comprehensive transport planning for the region and looked at transport demand and the existing transport system. It looked at a variety of factors including population and demographics, environmental issues, primary production, manufacturing, service industry and visitation including tourism and events. Other factors considered were the existing transport network, the current public transport system, the road and rail network, freight, public transport and aviation.

<sup>62</sup> <http://www.thinkingtransport.org.au/sites/www.thinkingtransport.org.au/files/EXT%20-%202009-9-5%20-%20Northern%20Victoria%20Regional%20Transport%20Strategy.pdf>

In addition, the Shepparton Municipal Transport Plan (1998)<sup>63</sup> aimed to provide a basis for Council to undertake and prioritise planning for transport planning works for the municipality over the next decade.

### 5.1.2 Roles and responsibilities

This was seen primarily as a public benefit with a key role for Government investment.

Greater Shepparton City Council, VicTrack and VicRoads have complementary responsibilities. However, developing a scope and investment case for improved transport links to the east of Shepparton would require a strategic approach, potentially engaging other stakeholders (e.g. the transport industry, its key customers including the horticulture sector, and Commonwealth and State government agencies that may have an interest). It would need to take account of other relevant plans for transport in the region. This is a role that could be played by council, advocating for the concept and facilitating development of a strategic approach to the problem.

### 5.1.3 Category

B – Business community

### 5.1.4 Economic sector/s targeted

All agriculture

### 5.1.5 Key outcome/s

Improved transport links for agriculture industries would result in a reduction to travel times and associated transport costs. There would also be significant benefit for Shepparton residents with reduced heavy transport in the central business area.

### 5.1.6 Implementation timeframe

Development and implementation would be ongoing. High Priority.

Priority	Timeframe (financial year ending, indicative)				
	To be scoped	2013	2014	2015	2016 and beyond
High					

### 5.1.7 Relationship to other options

Linkages to 5.3 (management of unsealed roads).

<sup>63</sup> GSCC, 1998, Shepparton Municipal Transport Plan .  
[http://www.greatershepparton.com.au/council/buildingplanning/planning/statutory\\_planning/reference\\_documents/sheppmuntra nsplan.html](http://www.greatershepparton.com.au/council/buildingplanning/planning/statutory_planning/reference_documents/sheppmuntra nsplan.html)



## 5.2 Improving horticultural productive efficiency and competitiveness (B2)

### 5.2.1 Overview

Horticulture is a very important sector for the Greater Shepparton economy. The horticultural industry is undergoing restructure in the face of a number of global challenges. Cheap labour in many countries, and the high value of the Australian dollar, have meant that domestically, the sector is competing with cheaper imports, whilst it is difficult to remain competitive in export markets.

To remain competitive, the orchard industry has been working to improve efficiency. It is achieving this through the development of new high-density orchards. However, the implementation of this new technology requires high capital investment. With many growers having experienced low returns over the past decade there is reduced confidence and some reluctance and inability to invest for the long term.

This toolkit option would entail developing a prospectus designed to assist the industry to identify the new markets of the future (e.g. high quality fruit for the export market, or new varieties for the domestic fresh market) and access capital to invest in the technologies and practices to produce these globally competitive high-density orchards.

It has been estimated by stakeholders that this restructuring package would cost in the order of \$100,000/ha including hail netting. Assuming 2,000 ha is upgraded, the capital required would be \$200 M.

The advantages of high-density plantings with hail netting include higher yield, higher quality (higher packout) and more reliable production at a world competitive cost. Higher yields would mean greater production from the same area within Shepparton. Many producers in the area are already adopting this technology and the prospectus would be designed to attract further capital and confidence for the transformation to continue.

The prospectus would need to undertake a market assessment, including emerging niche segments such as organics, the branding of the region, its environmental credentials and the role of coordinated marketing, and build a case for investing in the Greater Shepparton horticultural industry.

The potential exists to market the region's produce based on its environmental credentials. Many attempts have been made to highlight the 'clean and green' value of Australian produce and in some instances this has been successful in maintaining market access in overseas destinations.

Environmental assurance has generally been focused at an individual business level although there are a few examples where the credentials of the region have been marketed, e.g. McLaren Vale.

There has been some work undertaken on the carbon footprint of individual businesses within industries including horticulture (orchard carbon calculator), winegrapes (Australian wine carbon calculator) and vegetables (vegetable carbon calculator).

Whilst the carbon assessment generally has been undertaken at the scale of an individual business, there may be an opportunity to demonstrate the environmental credentials of the region including a carbon footprint assessment.

As part of the development of the horticultural prospectus, the marketing of the environmental credentials of the Food Bowl region would require significant resources. However, this may be technically difficult; it would need to be methodologically robust and defensible, and there would need to be a clear advantage gained from the investment it would entail. A first step would be establishing the costs and benefits of an environmental credentials scheme, and identifying whether there are ways the net benefit could be maximised (e.g. targeting a specific market).

The prospectus also could signpost areas of suitable soil where suitable infrastructure exists e.g. Katandra West or other prime development zones.

This would need to have a business plan focus, rather than just producing a glossy prospectus.

### **5.2.2 Roles and responsibilities**

This option would require a collaborative approach including:

- Greater Shepparton City Council;
- Department of Primary Industries;
- Regional Development Victoria;
- Fruit Growers Victoria;
- SPC Ardmona; and
- Apple and Pear Australia Limited (APAL).

The Council's role could include initiating development of the option and facilitating collaboration between these groups. The success of this option will depend upon the horticulture sector – because a key issue that it would address is individual investor confidence within the sector. Accordingly, it would be important for industry associations to play a major role in developing it. APAL and Horticulture Australia Limited (HAL) are already funding a significant amount of relevant work. Fruit Growers Victoria is the primary voice of horticulture in the Region and would need to have a primary role.

### **5.2.3 Category**

B – Business community

### **5.2.4 Economic sector/s targeted**

Horticulture sector – apple and pear and stonefruit orchards

### **5.2.5 Key outcome/s**

This restructuring package would result in a more globally competitive and resilient horticulture industry with a longer-term view of its future viability.

The option offers potential to market the environmental credentials and branding of the region to increase exports and domestic consumption.

### 5.2.6 Implementation timeframe

Development of the option ideally would start in the near future with a prospectus within 12 months.

Implementation would be in the medium to long-term (taking more than five years).

With regard to establishing environmental credentials a first step is to analyse the potential scope, costs and benefits of different ways such a scheme could be configured. This would need DPI and industry support and potentially leadership. If it was decided to then proceed, the scheme could be implemented in the medium term (3-5 years).

Very high priority.

Priority	Timeframe (financial year ending, indicative)				
	To be scoped	2013	2014	2015	2016 and beyond
Very high					

### 5.2.7 Relationship to other options

None.

## 5.3 Unsealed roads (B3)

### 5.3.1 Overview

Horticultural production is a highly professional enterprise that requires strict control of inputs to achieve a high quality product. The packing and transport of product also requires careful planning and precision, particularly when dealing with fresh fruit and vegetables.

During the growing season, excess dust on the crop can be a problem with potential for decreased growth, as well as the requirement for additional washing. There can also be some health and safety issues when picking, with the environment being quite unpleasant if it is dusty. In the past, some orchardists have used questionable practices to suppress dust.

Easy access to packing sheds during the harvest season is critical for the smooth transport of product, and all-weather roads are a necessity. Well-maintained roads will minimise damage to packed fruit.

There are some unsealed roads that are important service roads for horticulture, with access to packing sheds and with relatively high usage e.g. Turnbull Road and Pike Road. It would be beneficial for key roads to be sealed, particularly if located near packing sheds.

Dust suppression is also an option that should be considered, as well as packing shed design/orientation and the use of shelterbelts. Information to growers and council could be provided. In addition, bumpy roads may contribute to bruised fruit, especially susceptible varieties such as pink lady apples. This needs to include areas where new orchard development and high cost redevelopment is occurring.

A key action to address this issue would be for improved communication between co-growers / packing sheds and Council to ensure dust suppression occurs at an appropriate time and priorities for road sealing account for packing shed fruit movements.

### 5.3.2 Roles and responsibilities

Roles would include:

- Greater Shepparton City Council (communication with packing sheds on unsealed roads);
- Fruit Growers Victoria (make members aware that they can approach council);
- Department of Primary Industries (information on how to move fruit with minimal damage and orientation of packing sheds, shelter belts etc.); and
- Individual growers (communicate with Council on road needs regarding dust suppression/sealing etc. and planned transport movements).

### 5.3.3 Category

B – Business community

### 5.3.4 Economic sector/s targeted

The general horticulture sector is the relevant group.

### 5.3.5 Key outcome/s

Sealing of some critical roads would lead to improved quality of final horticultural produce and potentially reduced costs.

### 5.3.6 Implementation timeframe

As a first step, this option needs to be properly scoped – which will entail discussions, potentially facilitated by or managed by council, at an industry level and with interested individuals, to better define the issues. With this option, there is potential for significant private benefits and personal gain. It is therefore important that the council has a means to determine the key priorities and perhaps explore cost sharing with key beneficiaries. This could involve input from the collective industry (e.g. Fruit Growers Victoria) with assistance from DPI in determining a criteria framework for what are the important elements and the potential benefit:cost.

It is important that the requirements for new commercial horticulture enterprises be clearly understood prior to establishment of a site. For example, it would be expected that when establishing a new orchard and/or packing site that the suitability of access roads would be assessed. It would be a poor outcome if this option raised an expectation amongst operators that Council would manage these issues for future sites, if inappropriately located.

This issue would be a relevant issue to be raised by in the option in section 5.2.

Implementation would be likely to be over the medium-term – 3-5 years.

Medium priority.

Priority	Timeframe (financial year ending, indicative)				
	To be scoped	2013	2014	2015	2016 and beyond
Medium					

### 5.3.7 Relationship to other options

See section 5.2.

## 5.4 Biosecurity risks (B4)

### 5.4.1 Overview

This option entails improving the management of biosecurity risks (including use of chemicals) by horticulture.

The management of pest and diseases is a key issue for horticultural enterprises. The GMID is an excellent region for horticultural production due to the relatively dry summers during the growing season. This impacts on the amount of sprays that are required for the control of pests and diseases. The control of pests and diseases is becoming more precise with the opportunity to minimise the amount of chemicals sprayed. However, in a modern orchard there is a high risk associated with 'getting it wrong'. Businesses therefore need to be supported in the appropriate use of chemicals to manage pests and diseases.

In addition there are strict controls around the introduction of certain pests into the region, e.g. fruit fly, with exclusion zones being implemented. The exclusion of specific pests/diseases is critical in some instances to achieve approval for export to a country.

There is also a requirement for the continual surveillance of exotic pests and diseases into a region that may spread rapidly. An example of such a disease is fire blight, which is currently in existence in New Zealand but not Australia.

The appropriate management of biosecurity risks is also relevant to managing the urban/farming zone interface.

Biosecurity processes are well established (for major risks such as fireblight) and no major changes to these are expected.

However, fruit fly is a significant issue, and Council could assist Shepparton implement an enhanced strategy and also lobby for Shepparton to be a higher priority in the state-wide strategy.

Shepparton could possibly adopt mini-exclusion zones and buffer zones, but it is important not to create winners and losers.

Council should also work with DPI on educating householders about backyard fruit, including education about fruit removal. An example of such a program has been developed in Wangaratta.<sup>64</sup>

There is also a significant issue with regard to the pest and disease risk posed by abandoned farms. There is a need for a program for:

- tree removal where owners cannot do that (e.g. bankrupt farms);
- cleaning up abandoned orchards; and
- producing a welcome pack from council helping new people understand their responsibilities.

<sup>64</sup> <http://www.wangarattasustainability.org/p/fruit-fly-campaign.html>

DPI have a role in this area, because of the community/industry risk posed by abandoned land and also in the use of chemicals - although the latter is generally controlled through existing legislative requirements.

Possible government incentives to assist tree grubbing of abandoned orchards would help reduce biosecurity risks.

#### 5.4.2 Roles and responsibilities

Council could play an initiation role, but the two key groups that would need to drive this option would be the Department of Primary Industries and Fruit Growers Victoria.

Council can advocate for improved biosecurity protection from the risk of imports

#### 5.4.3 Category

B – Business community

#### 5.4.4 Economic sector/s targeted

Horticulture sector

#### 5.4.5 Key outcome/s

A region that understands the need for appropriate use of chemicals and manages any biosecurity risks, and advocates for its producers against imports that pose a biosecurity risk.

#### 5.4.6 Implementation timeframe

Current and ongoing. Medium priority.

Priority	Timeframe (financial year ending, indicative)				
	To be scoped	2013	2014	2015	2016 and beyond
Medium					

#### 5.4.7 Relationship to other options

May be a discussion issue for the option in section 5.2.

## 5.5 Shepparton East NVIRP modernisation plan (W1)

### 5.5.1 Overview

A modernisation plan has been developed for the Shepparton East irrigation system but is not yet approved.

The existing plan is for a pressurised supply system suitable for horticulture, with the costs shared across the Shepparton Irrigation Area, as per existing arrangements.

The local horticulture industry would like Council to lobby for this original plan to proceed. It is also important that urban and industrial encroachment does not undermine the viability of the Shepparton East horticultural area. The Doyles Road Settlement Boundary should be maintained to protect the excellent soils and infrastructure.

Fruit Growers Victoria and Council should liaise with G-MW and NVIRP to resolve the future irrigation water supply for this area.

### 5.5.2 Roles and responsibilities

The modernisation plan will need to be developed by NVIRP and G-MW with a range of other stakeholders. Council could play a role in initiating or facilitating stakeholder input into the plan.

### 5.5.3 Category

W (water)

### 5.5.4 Economic sector/s targeted

All agriculture sectors

### 5.5.5 Key outcome/s

An irrigation modernisation plan for the Shepparton East irrigation system that meets the current and future needs of growers to help them maximise the benefits from NVIRP, to help ensure a dynamic and successful farming community.

### 5.5.6 Implementation timeframe

5 years. This option is critical to underpin the modernisation of orchards.

High priority.

Priority	Timeframe (financial year ending, indicative)				
	To be scoped	2013	2014	2015	2016 and beyond
High					

### 5.5.7 Relationship to other options

There is a need also to assess drainage services (section 6.14).



## **5.6 Improved floodplain and drainage systems (W2)**

### **5.6.1 Overview**

Climate change in the region is expected to entail an increased incidence and severity of extreme weather events including summer storms. In the past few years, summer storms have led to serious flooding in the Shepparton region, with very damaging impacts on farmers and businesses.

This option would entail developing improved floodplain management and drainage systems for the region. This is not likely to be straightforward, as it is likely to be complex and expensive.

The region has a history of implementing improved drainage systems for the last twenty years in land and water management plans.

One of the issues is that people restrict drainage flows by installing inadequate culverts under driveways. Other restrictions arise from lack of maintenance and weed growth.

It is suggested that G-MW review service levels that are likely to be required with more extreme events and ensure maintenance is adequate.

For example, if the flooding that occurred in early 2012 had happened at the end of 2011, there would have been major horticultural tree and crop losses.

### **5.6.2 Roles and responsibilities**

The Council and Goulburn Broken Catchment Management Authority have complementary roles in drainage and floodplain management. A multi-agency response would be required, for which council could play a lead or facilitating role, particularly where urban stormwater interacts with rural systems.

### **5.6.3 Category**

W (water)

### **5.6.4 Economic sector/s targeted**

All agriculture sectors

### **5.6.5 Key outcome/s**

A floodplain and drainage management system that is better-positioned to address the changed risk profile under climate change scenarios.

If irrigation intensity increases around the modernised supply (NVIRP backbone) rapid drainage will be more vital. This links with improved farm irrigation systems see below.

### **5.6.6 Implementation timeframe**

Medium to long term.

Medium priority.

Priority	Timeframe (financial year ending, indicative)				
	To be scoped	2013	2014	2015	2016 and beyond
Medium					

### 5.6.7 Relationship to other options

This issue is closely related to the option in section 6.4 Decommissioning earthworks on farms (flooding risk management) (L1). Please also refer to section 5.5 Shepparton East modernisation plan.

Draft for Council endorsement

## 5.7 Diversification of crops/products (B5)

### 5.7.1 Overview

The Shepparton horticultural region traditionally has been underpinned by stonefruit and pomefruit production. Increasingly, production is for fresh fruit rather than canning.

However, there is a growing market for new crops - for example, the Punjabi community producing vegetables.

There is a role for DPI to trial and undertake research and development on new high value alternative crops and provide information on these.

Council can assist by linking new growers with this information.

The multicultural community of Shepparton provides a real competitive advantage in this area.

### 5.7.2 Roles and responsibilities

DPI and Council.

### 5.7.3 Category

B – Business and Community

### 5.7.4 Economic sector/s targeted

Agricultural sectors

### 5.7.5 Key outcome/s

More diverse and resilient economic base. Taking opportunities from new emerging markets.

### 5.7.6 Implementation timeframe

Immediate – medium term.

Medium priority.

Priority	Timeframe (financial year ending, indicative)				
	To be scoped	2013	2014	2015	2016 and beyond
High					

### 5.7.7 Relationship to other options

Please see section 5.2.

## 5.8 Itinerant workers' accommodation (B6)

### 5.8.1 Overview

Currently, attracting and retaining itinerant labour for the fruit picking season and other periods can prove difficult for some growers.

One of the reasons for this is that some accommodation is below generally acceptable standards, and this discourages backpackers and other workers to travel to the region.

It is proposed that a voluntary audit of camping grounds and facilities be made available so that growers can provide assurances that facilities meet suitable standards and will attract labour.

Council could list accredited sites online to attract workers, which would help employers provide the conditions in which workers are more likely to stay.

### 5.8.2 Roles and responsibilities

Council to determine voluntary audit process. FGV could inform growers of the scheme.

### 5.8.3 Category

Business

### 5.8.4 Economic sector/s targeted

Agricultural sector

### 5.8.5 Key outcome/s

Improved facilities that attract and retain a reliable work force.

### 5.8.6 Implementation timeframe

Immediate.

High priority.

Priority	Timeframe (financial year ending, indicative)				
	To be scoped	2013	2014	2015	2016 and beyond
High					

### 5.8.7 Relationship to other options

None.

## **6 Toolkit to assist dairy and mixed farming**

### **6.1 Irrigated double cropping R&D and extension (D1)**

#### **6.1.1 Overview**

Double cropping entails consecutively growing two crops on the same land in the same year. To implement a double cropping program requires a high degree of skill and knowledge to be successful. Growers need to be highly organised and able to react quickly to weather events, especially during the transition period between one crop and the next.

There are farming enterprises in the region who have been implementing a double cropping program for a number of years but this would still only represent a small percentage of land use in the irrigation region. The amount of research and development in this area is limited and requires more work.

There are limited opportunities to conduct the work on designated research farms. Accordingly, research, development and extension (RD&E) would require involvement of commercial farms to assist with trials and demonstration.

Double cropping is higher risk and therefore farmers need to fully understand the implications of this risk to their business. Any RD&E will need to incorporate a risk management component.

The opportunity double cropping provides to farmers is that it can drive more production from a given area. However, it is generally not practicable or possible to implement a double cropping regime over a whole farm, so this will not take away the need for farms to have a certain level of scale to be viable over the longer term.

#### **6.1.2 Roles and responsibilities**

Council would have a supporting and promotional role but implementation would need to be driven by producers. An organisation such as DPI, and the private sector, would need to be involved to support on farm trials and demonstration.

#### **6.1.3 Category**

Decision Support

#### **6.1.4 Economic sector/s targeted**

The initiative would be targeted primarily at the mixed farming enterprises in the region. Dairy would also be a focus as the larger dairy farms will have the potential to be involved in double cropping opportunities.

#### **6.1.5 Key outcome/s**

To have a series of demonstration and trials run on commercial properties in the region focussing on the improved implementation of double cropping regimes. This will facilitate the building of knowledge and provide farmers with decision support tools.

### 6.1.6 Implementation timeframe

The implementation timeframe would need to be scoped with all interested parties.

Priority	Timeframe (financial year ending, indicative)				
	To be scoped	2013	2014	2015	2016 and beyond
Medium – high					

### 6.1.7 Relationship to other options

This initiative has strong connections to 6.2 and 6.3 because critical to the success of a double cropping program is the need to have strong markets for the products.

Draft for Council endorsement

## **6.2 Mixed farming value adding (B7)**

### **6.2.1 Overview**

Historically, mixed farming enterprises have been part of the feed supply chain for the dairy industry, or have been producing bulk commodities that are exported from the region. There is an opportunity within the region to investigate value-added opportunities that can help increase the value of the production both before and after the farm gate.

Irrigation can help improve the reliability of the raw product and there may be opportunities for processing operations to be located close to these sources. Value-adding opportunities may improve the farm gate price, which can, in turn, improve the terms of trade for irrigators.

There are some value-adding/processing facilities in the region for irrigated mixed farming produce. For example, Riverland Oilseeds in Numurkah processes canola oil and also provides stock feed options for canola meal, which is a by-product of the oil extraction process.

Adapting to a future with less water will be assisted if other value adding/processing facilities are fostered within the region, to provide improved markets and returns for the produce from irrigated mixed farming operations.

There will need to be clear competitive advantages if value-adding opportunities are to be developed in the region.

### **6.2.2 Roles and responsibilities**

Council would play a key advocacy and promotional role and assist potential new business development in the region.

The Council would need to be proactive in the promotion of the competitive advantages that the region provides and how it can assist those who are looking to invest.

### **6.2.3 Category**

Business Development

### **6.2.4 Economic sector/s targeted**

Mixed irrigated farming enterprises, larger dryland farming enterprises and the business sector.

### **6.2.5 Key outcome/s**

Identification of the potential value adding opportunities that might be available in the region and the development of business cases to promote those opportunities.

Designated areas that provide the necessary services such as electricity, gas, transport etc. may help attract investment in different value-adding enterprises. This could occur in a number of towns throughout the region.

## 6.2.6 Implementation timeframe

Next few years.

Priority	Timeframe (financial year ending, indicative)				
	To be scoped	2013	2014	2015	2016 and beyond
Medium – high					

## 6.2.7 Relationship to other options

Strong connections to 6.1 and 6.3 contributing towards a more viable mixed farming sector.

Draft for Council endorsement



## **6.3 Value Adding/Processing – Maize drying facility (B8)**

### **6.3.1 Overview**

A key processing facility 'gap' that has been identified in the consultation for this project is a maize grain drying facility. Maize is an important summer irrigated crop for mixed farming - but a limitation is that it is difficult to harvest at low enough moisture content during autumn. Without a drying facility, crops can be left standing over winter and harvested in the spring to early summer period. This precludes double cropping opportunities, as the land concerned cannot be used for a winter cereal crop.

Maize also can be grown for silage, mainly for use in the dairy industry. The decline in dairy farms in the region has reduced this market. The market is further restricted by the need to have buyers within a 20 to 40 km radius of where the crop is grown, due to high transport costs.

Access to a grain drying facility would help to reduce the risk associated with the crop, and make it a more attractive option for mixed farmers.

### **6.3.2 Roles and responsibilities**

The key drive for the project would need to come from producers. There would be the potential opportunity to create a grower cooperative for the facility. The Victorian Farmers Federation (VFF) / Grain Research and Development Corporation (GRDC) could assist in development of a business case and formation of a cooperative.

Council could play a key advocate role and assist in site identification and planning approvals. A drying facility would benefit from natural gas access to reduce costs.

### **6.3.3 Category**

Protecting and/or enhancing Shepparton's business community.

### **6.3.4 Economic sector/s targeted**

This initiative is targeted at mixed farming operations within the region.

### **6.3.5 Key outcome/s**

Development of a business case for the development of a maize grain drying facility.

Assuming a positive business case can be demonstrated, creation of a maize drying cooperative driven by producers.

Building and installation of a maize drying facility

### **6.3.6 Implementation timeframe**

Business case developed – 2012

Cooperative formed – 2013

Installation of facility – 2013 for operation

Priority	Timeframe (financial year ending, indicative)				
	To be scoped	2013	2014	2015	2016 and beyond
Medium – high					

### 6.3.7 Relationship to other options

The option needs to be strongly integrated with 6.1 and 6.2 as a maize drying facility would be a component in enhancing the longer-term viability of the mixed farming sector.

Draft for Council endorsement

## 6.4 Decommissioning earthworks on farms (flooding risk management) (L1)

### 6.4.1 Overview

When irrigation-related works are decommissioned, they can – if inappropriately treated – cause undue flooding risk upstream and downstream. An emerging issue is the implications this has for the planning process. Rationalisation of the delivery network through NVIRP will continue to see redundancy of delivery channels both on and off-farm.

In addition to the risks associated with decommissioning, there also apparently are compliance issues with new developments, which are not always checked to ensure they conform to their approved design.

These issues have been highlighted recently with the floods north of Shepparton.

There is need for the relevant parties (Council, CMA, NVIRP, GMW, DSE) to develop more robust policies that need to be enforced in relation to decommissioned structures to ensure there are no third party impacts.

### 6.4.2 Roles and Responsibilities

The Council would need to play a leading role in bringing the organisations together, but not be responsible for implementation.

### 6.4.3 Category

Land use change

### 6.4.4 Economic Sectors

All

### 6.4.5 Key Outcomes

Redundant infrastructure is effectively decommissioned without any third party impacts.

### 6.4.6 Implementation Timeframe

The implementation timeframe would need to be scoped with all interested parties.

Priority	Timeframe (financial year ending, indicative)				
	To be scoped	2013	2014	2015	2016 and beyond
Medium – high					

### 6.4.7 Relationship to others

This issue is closely related to the option in section 5.6 Improved floodplain and drainage systems (W2). It is also connected to the option in section 7.1 as it will form a part of the whole process of land redevelopment.

## 6.5 Improved labour access initiatives and skill development (E1)

### 6.5.1 Overview

Currently, across all agricultural industries - particularly dairy and horticulture - there is a labour shortage. This is always high on stakeholders' lists of key barriers to growth. In a future with less water, as farm enterprises increase in scale, the need for skilled and unskilled labour will increase.

This option would aim to boost the foundational skills of people within the region, with the dual objectives of improving the skills of the workforce for employers who need to continually improve their competitiveness (and need a workforce that can support that), as well as giving employees greater flexibility and employability. It would invest in language, literacy and numeracy skills and provide pathways into further vocational training.

The option would extend and support the regional RDA Workforce Development Plan,<sup>65</sup> including a skills audit, individual industry workforce needs assessment, and specialised delivery of vocational training to increase workforce capacity. Council would then work with Skills Victoria and other relevant stakeholders to develop a *Skills for Transition* Program, including development of a local pool of trainers, especially those with relevant industry experience.

There are a combination of options that need to be developed including:

- Transition programs for new arrivals to Australia (support for both the new arrivals and the employers);
- Housing and accommodation options for both permanent and transient workers; and
- Active international recruitment programs to meet skills gaps.

### 6.5.2 Existing programs

It will be important to integrate and complement existing programs. Those programs include:

#### **Integrated Workforce and Resource Planning for the Hume Region**

Hume RDA is developing an integrated workforce and resource planning capability within the region. The project, to be completed prior to 30 June 2012, will be delivered in three stages, with expected outcomes as follows:<sup>66</sup>

- Stage 1: An environment scan that will detail current and projected trends for business growth and/or decline in the region. Additionally, it will provide the Project Management Team with direction on how best to approach stage two of the project and in particular consultation with business and other key stakeholders.
- Stage 2: Development of a regional approach to workforce planning with key stakeholders. Engagement of a regional team of champions that will drive the project and

<sup>65</sup> Hume Regional Development Australia Committee, 2012, *Integrated Workforce and Resource Planning for the Hume Region*. <http://www.rdv.vic.gov.au/regional-development-australia/committees/hume/education/integrated-workforce-and-resource-planning-for-the-hume-region> accessed 14 May 2012

<sup>66</sup> *ibid.*

support broader engagement with industry. Creation of methods, systems and processes for use in undertaking workforce planning and development.

- Stage 3: Production of a draft Regional Workforce Planning Framework that details an agreed step by step approach to implementation of regional workforce planning with the Hume region for five priority sectors including Transport and Logistics, Agriculture, Manufacturing, Community and Health and ICT.

### **Greater Shepparton Cultural Diversity and Inclusion Strategy**

This strategy was adopted in March 2012 and can be viewed at <http://www.greatershepparton.com.au/residents/cultureandcommunitystrengthening/culturaldevelopment/culturaldiversitystrategy/>. Greater Shepparton City Council's vision for the region is of a vibrant, cohesive society which celebrates and incorporates aspects of cultural diversity within daily life.

### **Goulburn Murray Skilled Migration**

The Goulburn Murray Skilled Migration program runs as a joint initiative between the Greater Shepparton, Moira and Campaspe Councils under the State Government's Global Skills for Provincial Victoria program.

The program aims to fulfill skill shortages in the region that cannot be satisfied by the existing workforce, which will in turn allow local business to expand and develop.

The program complements existing economic development services by:

- Identifying skills shortages in the region
- Establishing sustainable relationships between businesses and skilled migrants to enable the fulfillment of skill shortages
- Providing information and advice to employers and business in relation to the employment of skilled migrants
- Providing links between newly arrived skilled migrants and support services to help ease migrants and their families into our local community.

The assistance that can be provided to newly arrived migrants includes:

- Welcome packs (and related resources) containing information such as accommodation, health and education
- Links to ethnic communities
- Links to migrant support initiatives
- Assistance for spouses of skilled migrants also looking for work in our region
- Job readiness training

### **Ethnic Council of Shepparton and District Inc.**

The Ethnic Council of Shepparton and District is a not-for-profit community organisation which relies on grants from government and industry to provide settlement, refugee brokerage, volunteer support and information and advocacy services

- Settlement Support - Commonwealth funding from the Department of Immigration and Citizenship through the Settlement Grants Program (SGP) enables the Ethnic Council to provide a range of settlement support services to assist clients become self reliant and participate equitably in Australian society as soon as possible after arrive
- Community Support - Ethnic Council staff assist members and community organizations to make application for grants funding, to become incorporated associations, organize events and generally provide support in a diverse range of activity
- Four Futures Program - The Ethnic Council has funding from the Department of Planning and Community Development to support, extend and sustain community activity in CALD communities to better share information and resources and to strengthen community connections and partnerships.
- Migration Advice - The Ethnic Council provides a fee-free Migration agent's service offering information and advice concerning immigration matters
- Refugee Action Program - The Refugee Action Program (RAP) is a Victorian Government initiative that works to strengthen and empower communities from a refugee background to achieve sustainable settlement outcomes in local communities.
- Ethnic LandCare - The Ethnic Council Project Officer continues to work with farmers of ethnic origins primarily in the East Shepparton region on a range of issues including salinity, ground water, irrigation systems and production methods.

### **GoTAFE Multicultural Education Unit Shepparton**

GoTAFE Multicultural Education Unit provides a range of English classes and services

### **Employment**

There are a number of employment and training providers in Greater Shepparton:

- CVGT employment and training – providing job services, Australian Apprenticeships Centre, Group Training, Harvest Labour and Disability Employment Services
- Goulburn Ovens Trainee and Apprenticeships – TAFE based training and apprenticeships
- Koorjie Employment Enterprises
- Salvation Army Employment Plus
- VECCI Shepparton
- Workforce Extensions
- Worktrainers

Agricultural exchange programs with overseas educational institutions could also help fill skill gaps on farm. Europe in particular have degree programs that require overseas experience which could be targeted to promote the area as the region of first choice for these students.

There also can be further investigation into the European degree programs' need for having overseas experience especially France. This can provide a way to get clever people working on farm. Reciprocal arrangements between GoTAFE, University of Melbourne and Charles

Sturt can be investigated so students in Australian education institutions can have similar opportunities.

### 6.5.3 Roles and responsibilities

Council would need to consult with the RDA and Skills Victoria in the first instance to identify the most effective role it could take.

Council would have a facilitation and supporting role. There will need to be planning issues for additional accommodation for transient workers

Other key agencies that will need to be engaged are the Department for Immigration and TAFE.

### 6.5.4 Category

Employment options

### 6.5.5 Economic sector/s targeted

Business community

Larger farms

### 6.5.6 Key outcome/s

- Study to include a skills audit conducted to help identify potential labour sources to meet those gaps.
- Training programs to assist employers with recruitment of staff from overseas
- Improve access to skilled and unskilled people to fill the current and future gaps
- Ensure that employers have workforces that can meet their needs for continually improving competitiveness.
- Ensure that individuals have options for future employment as the employment environment adjusts to less water.

### 6.5.7 Implementation timeframe

The implementation timeframe would need to be scoped with all interested parties.

Priority	Timeframe (financial year ending, indicative)				
	To be scoped	2013	2014	2015	2016 and beyond
Medium – high					

### 6.5.8 Relationship to other options

None

## **6.6 Business Investment Models (B9)**

### **6.6.1 Overview**

As farms increase in scale, a common barrier is having sufficient funds to support the new investment. This is particularly evident at the moment with many businesses still recovering from the impacts of the drought and lacking the capital to invest.

Farms wanting to expand often are faced with additional expenses as they redevelop new areas that often have surplus or out-dated infrastructure.

There is a range of different investment models that can be enhanced such as:

- Equity partnerships;
- Sharefarming;
- Leasing of land and/or water; and
- Encouragement of corporate investment.

These are not new concepts, but developing packages and support programs can speed up adoption.

It can be very effective to develop case studies to show how different options can work – the success stories help open people's eyes to the opportunities. This includes potential investors from outside the region.

### **6.6.2 Roles and responsibilities**

Council to have a promoting and facilitating role, working closely with industry groups to help promote the region's capacity to attract those looking to invest.

Organisations such as Murray Dairy to take a lead role in development and implementation tying into developing programs such as the Murray Dairy's *Region of Opportunity*.

### **6.6.3 Category**

Business management

### **6.6.4 Economic sector/s targeted**

Farm businesses across the region – dairy, mixed farming, horticulture.

### **6.6.5 Key outcome/s**

Increased investment in the region as the growth opportunities are realised.

### **6.6.6 Implementation timeframe**

The implementation timeframe would need to be scoped with all interested parties.



Priority	Timeframe (financial year ending, indicative)				
	To be scoped	2013	2014	2015	2016 and beyond
Medium					

### 6.6.7 Relationship to other options

Critical to success for new investment in the region or existing businesses that are growing will be the access to suitably skilled people. This strategy will therefore be closely linked to the option in section 6.5.

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## **6.7 Business Decision Support (D2)**

### **6.7.1 Overview**

Investigating ways to improve business decision-making will always be in high demand irrespective of what happens in the future.

At present, and in the future scenarios investigated for this report, the region is facing increased volatility in the business environment both on and off-farm. The region has gone from extreme dry to extreme wet in a very short period of time. Global economic conditions are also applying a level of volatility that is making business decision-making more complex and uncertain.

This drives a real need to have strong business management capacity amongst business owners so that they improve their decision-making when faced with a high level of uncertainty. This can be supported by:

- Improved understanding of their business and building business management capacity;
- Scenario planning to help develop strategies to respond to a changing future;
- Case studies on complex decision making; and
- Peer support groups.

Often, businesses that support farms are missed in such programs. They are facing a similar level of volatility and uncertainty to farmers, and therefore the options developed need to be supported by strategies to penetrate this market.

### **6.7.2 Roles and responsibilities**

The private sector can provide parts of this service, but competitive neutrality issues would need to be carefully managed if it was facilitated in some way by government. Economic development group of council to scope issue and options available, and identify how they can assist e.g. by facilitating the participation of private providers.

Council would have a promoting and facilitating role. Organisations with a leading role would include:

- DPI;
- TAFE; and
- Murray Dairy.

### **6.7.3 Category**

Decision support (D)

### **6.7.4 Economic sector/s targeted**

All sectors

### 6.7.5 Key outcome/s

Improved business management capacity in the region

### 6.7.6 Implementation timeframe

The implementation timeframe would need to be scoped with all interested parties.

Priority	Timeframe (financial year ending, indicative)				
	To be scoped	2013	2014	2015	2016 and beyond
Medium					

### 6.7.7 Relationship to other options

No direct relationship.

Draft for Council endorsement

## 6.8 Workplace training – water management (E2)

### 6.8.1 Overview

There has been a high level of change in water policy over the past ten years and this change has caused a lot of confusion with irrigators. Such confusion can lead to poor decisions. Since unbundling (separation of water titles from land titles), irrigators have seen the introduction of:

- High reliability water shares (HRWS) and low reliability water shares (LRWS);
- Delivery shares (DS);
- Infrastructure access fees;
- Storage access fees;
- Water use licences;
- Annual use limits (AUL);
- Annual Delivery Allowance (ADA);
- Casual water user fees;
- Allocation Bank Accounts (ABA);
- Carryover and spillable accounts; and
- Termination fees.

There is, therefore, a need to improve irrigators' level of understanding of key water policies. GoTAFE is looking to develop an 'introduction to irrigation' program to help irrigators become more familiar with the new terminology that has been introduced since the unbundling of water entitlements. GMW is also developing a dictionary of terms that can help reduce the level of confusion.

With reduced water availability in the future, there also will be increased pressure to get more from each megalitre of water than in the past. There is a continued need for training in irrigation technology and the selection of systems that are suited to different situations.

There will also be more water trading activity in future, so a good knowledge of water trading rules is required amongst irrigators.

### 6.8.2 Existing programs

There are a number of existing programs that exist, and the option will need to integrate and complement those programs. This includes various courses and training programs delivered through:

- Irrigation Australia Limited;
- GoTAFE;
- DPI; and
- GMW.

### 6.8.3 Roles and responsibilities

- Council – promotion and facilitation role

Key lead agencies:

- GMW;
- DPI;
- GoTAFE; and
- Murray Dairy.

### 6.8.4 Category

Business management (B)

### 6.8.5 Economic sector/s targeted

All farm businesses

### 6.8.6 Key outcome/s

The development of a training package that covers the key aspects of water management. This could include different modules, focusing on different areas. Upon completion irrigators would be equipped with a water management plan for their operations.

### 6.8.7 Implementation timeframe

There is an immediate need for this tool kit option.

DPI have run similar programs, so a first step could be to consult with DPI and those they have trained on what has worked well and what could be improved from that work.

Another key issue will be to ensure the program is effective and well-patronised by farmers.

Priority	Timeframe (financial year ending, indicative)				
	To be scoped	2013	2014	2015	2016 and beyond
High					

### 6.8.8 Relationship to other options

Closely related to business decision support outlined in option 6.7 but focusing specifically on water management.

## 6.9 Research Development and Extension (O1)

### 6.9.1 Overview

There is an ongoing need for research, development and extension. The dairy industry in particular has a sense that since the closure of DPI Kyabram there has been a reduction in the focus of R&D for irrigated dairy.

The increased adoption of improved irrigation technologies such as fast flow, sub surface irrigation, soil moisture monitoring, and pipe and risers means there will be ongoing potential benefit from associated RD&E to improve the technologies and extend knowledge through to irrigators.

Murray Dairy is developing a program entitled *Region of Opportunity* which includes looking at options to further develop RD&E in northern Victoria. There is an opportunity to work collaboratively and develop a strong RD&E presence in the region.

### 6.9.2 Roles and responsibilities

Council role – promotion and facilitation. Key leading agencies:

- DPI
- Melbourne University (Dookie)
- Murray Dairy
- DA, GRDC

### 6.9.3 Category

'Other'

### 6.9.4 Economic sector/s targeted

Irrigation farms

### 6.9.5 Key outcome/s

Increased investment in RD&E in northern Victoria.

### 6.9.6 Implementation timeframe

The implementation timeframe would need to be scoped with all interested parties.

Priority	Timeframe (financial year ending, indicative)				
	To be scoped	2013	2014	2015	2016 and beyond
Medium					

### 6.9.7 Relationship to other options

No direct relationship

## 6.10 Capitalising on a modernised irrigation system (W3)

### 6.10.1 Overview

The irrigation region in northern Victoria is undergoing a once in a lifetime modernisation program. There is only one chance to capitalise on this opportunity and it will be critical for the future prosperity of the region.

There will still be a number of farms requiring reconnection to the backbone as part of NVIRP stage 2. The connections in stage 2 also will involve the more complex connection options and many will involve multiple businesses reconnecting through the one channel or pipeline.

Improved processes and systems to better address planning issues with reconnecting will increase the rate of uptake. The sooner irrigation businesses are connected to the backbone, the sooner they can start to have confidence about their irrigation supply, and willingness to reinvest in their farms.

There is a need for additional information about what is involved, and support for farmers to develop a strategy for connection. Learning from others with a series of case studies would better inform those who are yet start the connection process. Farms need to be 'NVIRP-ready' so that when NVIRP is in their area they are not rushing their decisions and have worked through the connection strategy that will best meet their needs. Having more time to assess the potential options will lead to improved outcomes.

There needs to be additional resources directed to this area as NVIRP personnel are already stretched and do not have the time to help farms become 'NVIRP ready'. NVIRP will play an important role, but additional resources could drive the pre-planning that is required.

Case studies can also be used to help promote the potential opportunities the connection program can offer. There are still barriers for many about the whole NVIRP process, with some seeing it more as a threat than as something that can enhance their future options.

Irrigation farms will need to get more from less water if they are going to be viable into the future. An important component of achieving more from less is to invest in improved irrigation technology. That investment can be integrated into a connection process as well as helping farmers take advantage of the Farm Water Program (while it is still available).

The tough operating environment of the past ten years, with low water availability, has meant there are limits on the capital available to make the required investment in irrigation infrastructure. The Farm Water Program and the NVRIP connection program have provided an incentive for farmers to implement on-farm irrigation improvements needed to lift productivity. Those who take advantage of this opportunity will be better placed to fully utilise the improved water delivery network and achieve productivity gains required to survive in a future with less water.

The Farm Water Program is dependent on continued Federal Government support but it will be important to encourage as many irrigation businesses as possible to take advantage of the opportunity while it lasts. In addition, advocacy could help government decide to continue to invest in this program. The current program has been oversubscribed and there are irrigators who have not yet been able to take advantage of the program as they are yet

to be connected to the backbone. There is a real risk that there will be an inequitable situation where some farms have access to the program while many others do not based purely on the location of the their farm (i.e., those farmers who are not yet connected to the irrigation backbone).

There is also a need to provide some decision support to ensure effective investment is achieved.

Continued promotion of the opportunity is required, together with assistance to help businesses through the necessary steps.

### 6.10.2 Roles and responsibilities

- Council – Promotion and facilitation. The council can be key in bringing the agencies together to provide an improved and streamlined process to get farms connected to the backbone and improving their irrigation systems in a timely and effective way.

Lead agencies:

- NVIRP;
- CMA;
- DPI; and
- GMW.

### 6.10.3 Category

Water management (W)

### 6.10.4 Economic sector/s targeted

Irrigation farms. Dairy and mixed farms will be the main target enterprises, as they will tend to be the farms that would have more opportunities to improve existing irrigation systems.

### 6.10.5 Key outcome/s

The Greater Shepparton region has the highest uptake of the On Farm Water Program.

Farms have taken advantage of the investment opportunity and are able to lift on farm water use efficiency.

The region is recognised as the area of first choice for irrigation investment

### 6.10.6 Implementation timeframe

Very high priority as with both the On Farm Water Program and NVIRP stage 2 there is only a relatively short window of opportunity.

Priority	Timeframe (financial year ending, indicative)				
	To be scoped	2013	2014	2015	2016 and beyond
Very high					



### 6.10.7 Relationship to other options

There will be strong relationships with the options in sections 6.7 and 6.8. There can be significant benefits for farmers in upgrading their irrigation systems, but they still need to ensure that the investment is based on sound business principles.

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## 6.11 Land stewardship (L2)

### 6.11.1 Overview

There is a growing concern about land stewardship on smaller blocks that are no longer viable irrigation enterprises. Often landowners are either unwilling or unable to effectively manage these blocks. Many of the smaller properties are becoming weed-infested, posing issues for the general amenity of the area and acting as potential weed seed sources for neighbouring properties.

Strategies need to be developed that can provide potential incentives for landowners to improve their land stewardship. This could be in the form of:

- Subsidised tree planting programs;
- Investigation of joint applications to Carbon Farming initiatives; and
- Assessment of options such as Bush Tender or similar programs that could be developed specifically for the non-irrigated small block.

Improved processes need to be developed to address high priority weeds that pose a threat to neighbouring properties but are not listed as noxious weeds.

### 6.11.2 Roles and Responsibilities

Council does not have the resources or authority to implement weed control programs. They can play a role in bringing relevant agencies together to develop strategies that can be implemented in the area that can provide options specifically targeted at the smaller non-irrigated blocks.

### 6.11.3 Category

Land use change (L)

### 6.11.4 Economic Sectors

All

### 6.11.5 Key Outcomes

Land stewardship across the region specifically on the smaller dried of blocks is improved. A land use options strategy document is produced.

### 6.11.6 Implementation Timeframe

Benefit would start to accrue as soon as this work was implemented, so development in the short term followed by implementation would be beneficial.

Priority	Timeframe (financial year ending, indicative)				
	To be scoped	2013	2014	2015	2016 and beyond
High					

### 6.11.7 Relationship to others

There is some connection to section 6.10, because through the connections program smaller blocks may be created that are no longer viable or do not provide the lifestyle options previously provided by access to irrigation water.

Draft for Council endorsement

## 6.12 Road rationalisation (O2)

### 6.12.1 Overview

Access to irrigation has seen a significant amount of road infrastructure developed in the region. This development has occurred both on and off-farm due to the intensity of land use possible through the access to irrigation water. As the access to irrigation water reduces, so too will the level of intensity of land use - resulting in redundant road infrastructure.

The region is highly serviced with roads that in the past have been required due to the level of land use intensity in the region. However, as water use declines there will be a need to rationalise the road network in the region.

There is a strong case for development of a strategic plan to identify roads within the region that could be rationalised or (alternatively) improved. The size of farm equipment has grown significantly and many of the roads within the district are no longer adequate.

The strategy could also investigate the opportunity of turning redundant roads into native vegetation corridors.

### 6.12.2 Roles and Responsibilities

Council to play a key role as many of the redundant roads will be roads for which they are responsible. Other agencies that would need be involved would include DSE, GBCMA and VicRoads.

### 6.12.3 Category

Other

### 6.12.4 Economic Sectors

All

### 6.12.5 Key Outcomes

Strategy paper developed that identifies potential roads that can be rationalised

### 6.12.6 Implementation Timeframe

Medium term

Priority	Timeframe (financial year ending, indicative)				
	To be scoped	2013	2014	2015	2016 and beyond
Medium					

### 6.12.7 Relationship to others

No direct relationship

## 6.13 Water tariff structures (W4)

### 6.13.1 Overview

A number of issues were raised by stakeholders in regard to the structure of tariffs for water supply for irrigation in the region. The most prominent was the use of delivery shares (DS) which carry high fixed annual charges. This option would entail a study to investigate what is underlying the current problems, and investigate potential solutions to those issues. An important step in the process will be to reviewing the current tariff structures of Goulburn-Murray Water, to meet the needs of the water authority and of its customers.

An irrigator needs to hold delivery shares to have water delivered to land in an irrigation district.<sup>67</sup>

G-MW recovers most of its water charges through its fixed Infrastructure Access Fees. These are charged by reference to the number of delivery shares an irrigator holds. Only a small proportion of the total charges come from the volumetric charge recovered through the Infrastructure Use Fee.

Different users have different needs in terms of having water delivered to them. For instance, horticulture growers need priority access to water within very specific time windows, while mixed and dairy farmers may need more constant volumes of water over a longer period. However, at present, delivery shares do not reflect the wide variety of possible levels of service that the modernised irrigation system will be able to deliver, or the diverse needs of its customers. The system provides everyone with a similar 'average' level of service – so that mixed farmers are paying for a level of service they do not need, and the abundance of delivery shares means there is no market for trading them.

Farmers who do not want to irrigate (e.g. farmers who are converting to dryland), or who want to irrigate opportunistically, are challenged by the current arrangements. They can either continue to hold their delivery share, and pay high annual fixed fees to maintain and renew the delivery system's infrastructure – or surrender part or all of their delivery share and pay a high termination fee.

Both of these options are costly, and may undermine the viability of farmers who do not need to hold surplus DS to their needs and usage patterns. At present, in the Shepparton irrigation district, annual fixed fees are over \$4,000 per DS, and termination fees are set at ten times the annual fee at over \$40,000 per DS that is terminated.

### 6.13.2 Roles and responsibilities

The action for this option would be to complete a comprehensive review of the current water charges and tariff structure for irrigators. Implicit in the review would be a study into the fundamental problems of current arrangements and what could be possible solutions. This option would be the responsibility of G-MW.

<sup>67</sup> Source: Government of Victoria, undated, *Delivery shares*. <http://waterregister.vic.gov.au/Public/DeliveryShares.aspx> accessed 16 March 2012.

GMW is currently undergoing a tariff review project that will be addressing many of the issues raised in this option. There will need to be resources directed to help inform and educate irrigators on the changes that may be implemented.

### 6.13.3 Category

W (Water)

### 6.13.4 Economic sector/s targeted

All agriculture sectors

### 6.13.5 Key outcome/s

Tariff structures that enable the maximum economic value to be gained from water use, and that facilitate the orderly restructuring of the farming sectors in response to NVIRP, the Basin Plan, climate change, and other factors such as commodity prices.

### 6.13.6 Implementation timeframe

This option is a high priority, as many of the issues raised are affecting irrigators right now, as they look to change their operations.

Priority	Timeframe (financial year ending, indicative)				
	To be scoped	2013	2014	2015	2016 and beyond
High					

### 6.13.7 Relationship to other options

This option is linked to option 6.10, because some of the tariff review outcomes could have implications for how farms connect to the backbone.

## **6.14 Stock and domestic community water supply schemes (W5)**

### **6.14.1 Overview**

As the irrigation delivery system continues to be rationalised through NVIRP stage 2, more areas and communities will need to develop alternative supply systems to meet stock and domestic needs. There will be a wide range of situations that will arise from small systems meeting the needs of one or two customers to large and complex schemes.

One scheme that is not a direct result of irrigation rationalisation, but is linked, is the Shepparton Stock and Domestic Community Water Supply scheme (SSDCWSS). Attached to this report (Appendix 2) is detailed information provided by the SSDCWSS pipeline committee that illustrates how complex some schemes can be.

The current Shepparton domestic and stock supply scheme draws its supply by gravity from the weir pool of Gowangardie Weir on the Broken River at Cosgrove South. The area served by the scheme is bounded by the Midland Highway to the south, the Cosgrove-Caniambo Road to the east, Tungamah Boundary Road to the north and the East Goulburn Main Channel (EGMC) to the west.

Options to pipe the existing system would save water and at the same time improve the security of supply for users. It will be important for the future viability of farms in the area to have continued access to stock and domestic supply. However, cost is a key barrier to implementation.

The SSDCWSS highlights the need to have additional resources directed towards investigating workable solutions for farms and communities to have access to stock and domestic water supply.

There are already different systems implemented across the GMID, providing an opportunity to learn about matters such as how they have been set up, and how future ongoing management will be provided.

### **6.14.2 Roles and responsibilities**

Council could assist the development of a series of case studies that can help others look at how they may implement their own stock and domestic delivery system.

Council could play a facilitative role in helping community groups work through these issues with water authorities.

### **6.14.3 Category**

W (water)

### **6.14.4 Economic sector/s targeted**

Dryland agriculture sector.

#### 6.14.5 Key outcome/s

A broad range of stock and domestic supply options explored when required, and agreed outcomes developed between communities and water authorities.

#### 6.14.6 Implementation timeframe

Medium priority.

Priority	Timeframe (financial year ending, indicative)				
	To be scoped	2013	2014	2015	2016 and beyond
Medium					

#### 6.14.7 Relationship to other options

Nil.

Draft for Council endorsement



## 7 Toolkit to assist communities

### 7.1 Planning permit approvals for consolidation and property redevelopment (L3)

#### 7.1.1 Overview

Property redevelopment, following consolidation or as part of connection to the modernised irrigation system, may involve a number of activities and works that require planning permits including:

- Earthworks as part of implementation of whole farm plans;
- Connection to new irrigation supply points;
- New irrigation infrastructure (fast flow, centre pivots, lateral sprinklers, sub surface drip);
- Construction of new sheds – dairies, cool stores and packing facilities, feed pads; and
- Shade netting and/or frost protection .

In some cases there may be multiple planning permits required for redevelopment of one property. Additionally, there may be multiple referral authorities with statutory or non-statutory roles in the planning scheme process e.g. Environment Protection Authority, Department of Primary Industry, Catchment Management Authority, Rural and Urban Water Authorities, Department of Sustainability and Environment and VicRoads. The reconfiguration of the irrigation network has also introduced new complications such as private connections under roads.

This could represent a point of differentiation for the Greater Shepparton City Council if it could demonstrate that it can assist farm businesses negotiate the often very complex processes involved to achieve planning approval.

An additional area of differentiation will be how the council deals with farm businesses needing to reconnect to the irrigation backbone through the NVIRP stage 2. Some connections will involve the installation of privately owned assets onto public land, require easements on private and public lands, and involve crossings of both council- and VicRoads-managed roads.

There is a real risk that the number of different agencies involved and the level of red tape required will suppress development to the detriment of individuals and the region as a whole. Recent experiences in a neighbouring municipality have seen a high level of risk aversion on the part of that council in the approval processes, which has severely slowed the implementation of the scheme and added significant additional expense.

There are also issues around consistency in standards between organisations (e.g. Council with a different set of requirements for road crossings than that of VicRoads).

There also needs to be recognition for the potential of greenfield irrigation developments in the region. Access to good irrigation infrastructure, excellent soil types and proximity to Shepparton provides opportunities for farming development. Processes that can help streamline such initiatives will increase those opportunities.

### 7.1.2 Current measures

There are guidelines available to assist landholders on specific issues e.g.:

- Guidelines for Victorian Dairy Feedpads and Freestalls; and<sup>68</sup>
- Planning considerations for horticultural structures.<sup>69</sup>

A real issue for landholders is having a clear, up-front understanding of:

- What permits will be required to implement the entire redevelopment program; and
- What information will be required for evaluation of the planning permit.

In addition the need to consult with multiple authorities means that the permit process can be very protracted, which has implications for financing, has costs in terms of delay in implementation (sometimes by years), and adds to the cost of redevelopment.

### 7.1.3 Toolkit option

- Update guidelines for horticultural structures to include contemporary protection measures
- For planning applications:
  - Facilitate a 'one-stop-shop' pre-planning application and review process. This would bring together representatives at pre-set times from the relevant referral authorities:
    - To work with landholders and their advisers at the pre-application stage to understand the proposed redevelopment, identify any issues that may require further consideration as part of the application and ensure that there is general agreement amongst the referral authorities as to the application requirements; and
    - At the application stage, to review applications and provide recommendations to Council.
  - Alternatively, a Case Management model, as used for large-scale developments could be introduced. This would entail a planner from Council dedicated to working with landholders and assisting them with identifying the planning permits required and the relevant contacts from the respective referral authorities to be consulted.
- Reduce the number of planning permits required for rural property redevelopment and consolidation. This could be achieved by:
  - Scheduling out some permit triggers from Zone and/or Overlay schedules in the rural areas for works that Council
  - Refine and simplify the level of feedback required from referral authorities in line with the scale and type of works and the location of the proposed works

<sup>68</sup> Department of primary Industry (2010) Guidelines for Victorian Dairy Feedpads and Freestalls

<sup>69</sup> Department of Planning and Community Development (2002) Planning considerations for horticultural structures

### 7.1.4 Economic sectors targeted

All

### 7.1.5 Key outcomes

Reduce time and complexity of planning permit applications for works to assist farm adaptation

### 7.1.6 Implementation timeframe

Priority	Timeframe (financial year ending, indicative)				
	To be scoped	2013	2014	2015	2016 and beyond
High					

Toolkit option	Responsibility	Timeframe for implementation
Update guidelines for horticultural structures to include contemporary protection measures (section 7.1)	Department of Primary Industry	2012 - 2014
In conjunction with Moira and Campaspe Shire, facilitate a 'one-stop-shop' pre-planning application and review process (section 7.1). This would bring together representatives at pre-set times from the relevant referral authorities: <ul style="list-style-type: none"> <li>To work with landholders and their advisers at the pre-application stage to understand the proposed redevelopment, identify any issues that may require further consideration as part of the application and ensure that there is general agreement amongst the referral authorities as to the application requirements</li> <li>At the application stage to review applications and provide recommendations to Council.</li> </ul>	Greater Shepparton Moira Campaspe	2012 - 2015
Alternatively a Case Management model, as used for large-scale developments could be introduced (section 7.1). This would entail a planner from Council dedicated to working with landholders and assisting them with identifying the planning permits required and the relevant contacts from the respective referral authorities to be consulted.	Greater Shepparton	2012 - 2015
In conjunction with Moira and Campaspe Shire, review the schedules of the Farming Zone and Overlays and identify opportunities to: <ul style="list-style-type: none"> <li>Schedule out permit triggers for works that are not considered to need a planning permit</li> <li>Refine and simplify the level of feedback required from referral authorities in line with the scale and type of works and the location of the proposed works</li> </ul>	Greater Shepparton Moira Campaspe	2012 - 2015

### 7.1.7 Relationship to other options

There are connections to other tool kit options including in section 7.2.

## 7.2 Managing and preventing conflict between agriculture and neighbouring uses – Right to farm (L4)

### 7.2.1 Overview

Subdivision of surplus dwellings with small property amalgamations, a changing urban and rural interface, changing agricultural practices in the face of climate change (frost control, increased sprays with hotter more humid weather conditions, round the clock dairying) all have the potential to put more pressures on 'right to farm' issues than the present. Farms need to have the opportunity to implement management practices that allow them to operate viable and profitable businesses without undue restrictions imposed by third parties.

Land use conflict between agricultural and non-agricultural neighbours is not new. However, as agriculture and horticulture become increasingly intensive, the likelihood of conflict between neighbours is rising. Associated with this conflict are emotional costs for all parties manifesting as stress, anger, anxiety, and feelings of helplessness. There are also material costs if a dispute needs to be resolved through legal proceedings and if, as a result of these proceedings, a landholder is compelled to change management practices.

It is critical that councils adhere to the directions and strategies outlined in their Housing and Settlement Strategies, Town Structure Plans and Rural Strategies. These will ensure that there is appropriate separation between potentially conflicting uses, prevent land use conflicts and ensure that the most efficient agricultural operations can be adopted by the industry.

However, where there is not appropriate buffering available and conflicts do arise, measures are required to mediate and resolve conflicts.

### 7.2.2 Current measures

#### Dispute Settlement Centre

The Department of Justice has a Dispute Settlement Centre of Victoria (DSCV) with the objective of resolving disputes without having to resort to taking legal action. The service offers practical strategies, mediation services, education programs and lots more, and the service is free. They have mediators trained specifically to deal with disputes in rural areas such as land use conflicts.

#### Planning Policy

Planning policy can be effectively used to prevent land use conflict by providing clear separation between conflicting uses. However, it is ineffective once conflicting uses are in close proximity to one another. This is because the planning scheme is only activated when a planning permit is submitted for a change to the use and/or development of the land.

The Greater Shepparton Planning Scheme consistently seeks to minimise land use conflict through:

- Identifying settlement boundaries, future growth areas and the location of rural residential development to avoid land use conflict.

- Providing policy for dwellings and subdivision in rural areas that seeks to avoid land use conflict

This is reinforced in the planning scheme amendment currently the subject of a planning panel that will introduce the recommendations of the Regional Rural Land Strategy. Section 173 agreements have been used in other municipalities to recognise the right-to-farm. However these agreements do not guarantee that conflicts will not arise.

### 7.2.3 Toolkit options

- Provide weblinks and brochures on the Dispute Settlement Centre to support its use within the community to assist with addressing land use conflict
- Pressure for protection of the right to farm is not unique to the region. It would therefore be beneficial to investigate how other councils have responded (e.g. Surf Coast education, and instructional DVD and booklet).
- Increase emphasis on education and ways people can work through conflicts.

### 7.2.4 Economic sector targeted

All

### 7.2.5 Key outcomes

- Prevent land use conflict.
- Facilitate resolution of land use conflicts.

### 7.2.6 Implementation timeframe

Priority	Timeframe (financial year ending, indicative)				
	To be scoped	2013	2014	2015	2016 and beyond
High					

The timeframe for implementation is 2012, with ongoing actions to manage land use conflict.

Toolkit option	Responsibility	Timeframe for implementation
Provide weblinks, brochures etc. on the Dispute Settlement Centre to support its use within the community to assist with addressing land use conflict.	Greater Shepparton	2012 - ongoing

### 7.2.7 Relationship to other options

None

## 7.3 Community Planning Social support (S1)

### 7.3.1 Overview

Farming communities are facing a number of social and wellbeing challenges arising from:

- Reducing population in farming areas;
- Ageing population in towns;
- New migrants attracted to small towns for affordable housing; and
- Rural lifestyle residents that commute to Shepparton for work (and shopping, schooling).

Challenges include:

- Isolation for the aged, young and less affluent due to lack of public transport;
- Feeling that the town is no longer as safe with more strangers;
- Social divide between the long term residents and farming community and new migrants; and
- Lack of facilities and programs for the aged.

These trends are leading to changes in the structure of rural communities and a shift from traditional service needs.

With less agricultural employment the population of some smaller towns is likely to continue to decline. Community facilities are vital hubs that maintain social networks and local identity, and if they decline this may also accelerate people leaving.

Many community facilities in small towns are in need of refurbishment or replacement. The upgrading and replacement of these facilities can provide a boost to identity and encourage people to stay in small towns, even if they work elsewhere.

Some of these facilities only require small amounts of expenditure, but the social benefits could be very high.

There are still farming families that are struggling after the drought. High debt levels and lack of resources (human and financial) amongst some farming families mean that there are still high levels of stress, mental fatigue and despondency.

### 7.3.2 Current measures

#### Community planning

A community plan is a written document that investigates the current situation in relation to all aspects of a community - social, physical, economical and environmental. It identifies what the priorities are for the community, which can be used to inform Council and other stakeholders who provide physical and financial resources for the region.

The community plans in Greater Shepparton are developed in line with the philosophy of Asset Based Community Development (ABCD). It involves the community taking ownership of the development of its community plan and to work in partnership with the Council.

Community plans have been developed for Dookie (2002), Merrigum (2006), Undera (2009), Tatura (2010), Mooroopna (2010), Toolamba (2011) and Murchison (2011).

### 7.3.3 Toolkit option

Undertake community planning focusing on areas where there has been substantial change as a result of the drought and irrigation renewal and modernisation. Plans should focus on changing service needs resulting from changes in population and demographics as well as future planning to consider how the community may change into the future.

### 7.3.4 Roles and responsibilities

Greater Shepparton

### 7.3.5 Economic sectors targeted

All

### 7.3.6 Key outcomes

Community plans in place with agreed strategies and actions to address social issues specific to particular communities

### 7.3.7 Implementation timeframe

Ongoing. The implementation timeframe would need to be scoped with all interested parties.

Priority	Timeframe (financial year ending, indicative)				
	To be scoped	2013	2014	2015	2016 and beyond
Medium					

### 7.3.8 Relationship to other options

No direct relationship.

## **7.4 Mental health and well being (S2)**

### **7.4.1 Overview**

Despite the official end to the drought, some farming families are still struggling. High debt levels and lack of resources (human and financial) amongst some farming families means that there are still high levels of stress, mental fatigue and despondency and lack of capacity to decide on a future path. This is further compounded by likely changes to water availability resulting from implementation of the Basin Plan.

Some farming families therefore are trying to decide on their medium to long term future e.g. how or whether to respond to the opportunities presented by NVIRP, whether they should continue farming and what type of farming are they most suited to, what are the financial implications of any of these decisions. Good decisions will depend in a significant part upon good mental health and interpersonal relationships.

### **7.4.2 Current measures**

There are many counseling services aimed at addressing anxiety, depression and other mental health disorders. The drought assistance programs have been terminated, as Exceptional Circumstances no longer applies.

### **7.4.3 Toolkit option**

To develop a program that provides a whole of family and business support to assist with:

- Immediate business issues;
- Longer term business planning; and
- Mental health and well-being.

### **7.4.4 Roles and responsibilities**

Greater Shepparton to lead and facilitate key stakeholders to scope a program that focuses on the specific needs of this group. Stakeholders could include the Department of Primary Industry, Rural Financial Counselling Service, Goulburn Valley Health, Centrelink,

### **7.4.5 Economic sectors targeted**

All

### **7.4.6 Key outcomes**

Farming families have agreed plans developed for their future in farming.



### 7.4.7 Implementation timeframe

High priority. The implementation timeframe would need to be scoped with all interested parties.

Priority	Timeframe (financial year ending, indicative)				
	To be scoped	2013	2014	2015	2016 and beyond
High					

### 7.4.8 Relationship to other options

No direct relationship.

Draft for Council endorsement

## Appendix 1: Current adaptation initiatives

This section of the discussion paper highlights a selection of relevant current adaptation initiatives. It is not intended to be exhaustive.

### AGRICULTURE ADAPTATION RESEARCH AND EXTENSION PROGRAMS

#### AGRICULTURE

##### **The National Climate Change Adaptation Research Facility (NCCARF)**

An initiative of the Australian Government, the National Climate Change Adaptation Research Facility was established in November 2007 at Griffith University's Gold Coast Campus.

The key roles of NCCARF include:

- developing National Adaptation Research Plans to identify critical gaps in the information available to decision-makers;
- synthesising existing and emerging national and international research on climate change impacts and adaptation and developing targeted communication products;
- undertaking a program of integrative research to address national priorities, and
- establishing and maintaining adaptation research networks to link together key researchers and assist them in focussing on national research priorities.

The work of the NCCARF complements activities and projects currently underway in other institutions across Australia. NCCARF is distinct from these programs in that it focuses entirely on generating the knowledge required for Australia to adapt to the physical impacts of climate change.

##### **Climate Change Research Strategy for Primary Industries (CCRSPI)**

The Climate Change Research Strategy for Primary Industries (CCRSPI) is a collaborative response to the opportunities and challenges posed by climate change for Australia's primary industries.

CCRSPI operates under a mandate from the Primary Industry Ministerial Council and Primary Industry Standing Committee. CCRSPI partners are the federal, state and territory governments, the rural research and development corporations and the CSIRO.

Established in 2007, CCRSPI led the development of the climate change cross-sectoral strategy under the National Primary Industries Research, Development and Extension Framework.

CCRSPI is now leading the national collaboration, coordination and communication of climate change research, development and extension activity for Australia's primary industries.

## DPI Victoria - Adaptation to a changing climate

This service will help farmers innovate and design their own farm systems to successfully manage medium to long-term climate risk. It also provides research and scenario modelling, at both farm and landscape levels, to inform policy makers and industry about the potential impacts of climate variability and the effectiveness of new adaptation strategies and management options.

DPI research underway that contributes to this service includes:

- Climate variability and seasonal risk information underpinning the development of new tools to manage the impacts of climate variability on farm. Research to increase access to climate change data and scenarios via innovative information-visualisation tools, including virtual demonstration farms, interactive touch tablets, digital globes and online virtual worlds;
- A national soil carbon research program, which is increasing our knowledge of the amount and type of soil carbon across different landscapes. It will also help us better understand the effects of soil type, climate and management on soil carbon;
- Research into methane mitigation, which is exploring a range of feeding strategies to decrease the amount of enteric methane produced by dairy cows. Research into reducing nitrous oxide emissions, which is also exploring ways to manage nitrous oxide emissions from urine and fertiliser through the use of inhibitors. A range of forages and management techniques are also being investigated for their impact on nitrous oxide emissions;
- Forage adaption strategies for a warmer and drier environment, including new farm forage crop options. This research also explores the risks of, and management strategies for, multiple cropping rotations and how this approach can fit into current and future farming systems; and
- On-farm energy use information and options to assist clients to improve energy efficiency through access to case studies outlining proven and practical use of existing technology with a focus on the dairy harvesting component and information on new developments (e.g. in bio-energy) and their use on-farm.

## DPI Victoria Extension

Victorian farm businesses have noticed that their seasons and climate is changing, and are seeing an increasing focus on carbon in agriculture.

The DPI climate program aims to assist in making sense of these key issues by providing information, tools and resources to support climate change risk management within the Victorian agricultural sector.

The program includes:

- Understanding Weather and Climate - Victorian farming communities and businesses know that we have always had fluctuations from wet seasons to dry. So what makes the difference between wet seasons and droughts? And how is the climate changing over time? The Climatedogs animation series is an award-winning series of short animated videos produced by DPI. The animations explain what drives the climate in Victoria, and how climate drivers are changing over time;

- *Farmers Stories - Farmers Taking Action on Climate Change* - Victorian farmers are thinking of ways to stay productive and sustainable within a changing and more variable climate. These stories provide insight into farmers taking positive and practical action to learn about what is taking place in Victoria; and
- A range of services and tools including climate videos, useful websites, webinar series, information sheets and enquiry service.

## HORTICULTURE

### DPI Victoria

Research programs undertaken by the Victorian government include:

- Spatial management of irrigation to maximise water use efficiency, investigating the effects of variation in tree size within an orchard block on drainage and water stress. The research will highlight the potential yield penalties in commercial orchards and the appropriate modifications to improve on-farm water use efficiency;
- Remote sensing of crop water use, exploring the use of satellite data to estimate evapotranspiration from horticulture crops. This research will identify relationships between climate data, canopy cover and irrigation requirements;
- DPI is contributing to a national soil carbon research program to increase the understanding of the effects of soil type, climate and management on soil carbon;
- Modelling of climate change impacts on perennial horticulture to inform planning for climate change, and looking at the impact of climate change on endemic and exotic pest and disease threats; and
- Disruption to water supply in a changing climate: research to determine minimum irrigation requirements for tree survival to minimise crop loss or to maintain productivity for apples, peaches, pears, grapes and almonds.

### National (including Horticulture Australia, GWRDC)

A range of tools have been developed that can be used to estimate greenhouse gas emissions from horticulture, including:

- HortCarbonInfo tool: estimates on-farm nitrous oxide emissions as well as emissions from fuel and electricity use on farm. Additional information is also provided on greenhouse gas emissions from horticulture, how they might be reduced and uncertainties associated with estimating and reducing emissions;
- FarmGAS calculator: only estimates emissions from nitrogen fertiliser application for just one perennial crop per farm scenario;
- Australian Wine Carbon Calculator: estimates emissions from vineyards, wineries and/or packaging and distribution of wine; and
- Vegetable Carbon Calculator: enables growers to measure the greenhouse gas emissions from all activities that are under the control of a vegetable grower (including emissions from nitrogen fertilisers, electricity and fuel).

## DAIRY INDUSTRY

### National Mitigation and Adaptation for the Australian Dairy Industry

(University of Melbourne, DAFF, DPI, Dairy Australia)

The key objective of the National Mitigation and Adaptation for the Australian Dairy Industry (MAADI) project is on-farm demonstration and validation of climate change mitigation and adaptation options, strategies, technologies and techniques across the supply chain of the Australian dairy industry. The aim is to ensure those within the dairy supply chain, their service providers and policy makers can confidently deal with the opportunities and uncertainties of a changing climate.

MAADI will capture the experiences of dairy farmers already impacted by climate change, demonstrate them widely across the dairy industry and validate the next generation of climate change adaptation and mitigation technologies.

The primary focus of this component of MAADI is on validating (on research farms) adaptation and mitigation strategies that - if proven effective, profitable and practical - will provide the 'next generation' of technologies for the dairy industry. Primary Industries Climate Challenges Centre (PICCC) teams will undertake this validation work at DemoDAIRY in Terang and the University's Dookie campus, testing alternate forages, cultivation practices, dairy sludge application and irrigation allocations as climate change mitigation and adaptation options. The following outputs will be achieved:

- Greenhouse gas emissions benchmarks and reporting processes for the dairy industry; and
- Validation of emerging adaptation and mitigation strategies and interactions with farming systems.

A second component of the project, managed by Dairy Australia, is focused on demonstrating (on commercial dairy farms) those strategies and technologies that have already been proven and therefore are the basis for any dairy farmer wanting to explore adaptation and mitigation options for their farm.

Demonstration sites are selected and 'managed' by a Regional Reference Group in the eight dairy regions to ensure that the sites are focused on issues that are locally relevant.

### NEW DRYLAND PROJECT

In 2009, the North Central Catchment Management Authority (NCCMA) was successful in attracting funding to begin addressing risks associated with dewatered land or "new dryland." The project was undertaken in response to an increase in the area of new dryland in the Loddon Campaspe Irrigation Region (LCIR) and the expectation that it would continue to increase into the future due to the continuation of water trade and changes associated with the federal buyback of water for the environment and modernisation, specifically the Northern Victoria Irrigation Renewal Project (NVIRP). The project also will have relevance to parts of the Shepparton region facing comparable changes.

Within the North Central region the assets, threats and risks associated with new dryland were identified as part of other work. Risks associated with new dryland included:

- Environmental risks – if duty of care is not continued to the same standard as when irrigation occurred. This is likely to be associated more so with abandoned blocks rather than areas where dryland enterprises are established. For example, weed infestations and pest animals may increase on abandoned land;
- Economic risks - loss of economic revenue for rural and regional communities through dryland enterprises being generally less productive than irrigation enterprises on a given land area i.e. a greater area will be needed for each new dryland farm to be viable, resulting in fewer individual farms in the region or more landholders seeking off-farm income through employment or government support; and
- Social risks – to communities associated with fewer farmers or a change in the social profile of those in the region and the potential for population decline to continue.

Considering the likely increase in new dryland in the LCIR and the associated risks, there is a need for local irrigators to adapt if they are to remain viable primary producers in the future. However, to do so requires good information to enable informed decision-making, including extension and technical support.

This project aimed to identify:

- land use options for new dryland areas in the Loddon Campaspe Irrigation Region, their limitations, benefits, feasibility and suitability to the region;
- options to trial in the future; and
- the different aspects of new dryland decision-making and the tools currently available to assist landholders including a case study example.

A number of land use options were identified:

**Group 1 – low risk and larger market - can be readily adopted**

- Sheep and beef grazing on traditional pastures, saltbush and/or dryland lucerne; and
- Cropping of grain or fodder crops – the suitability of specific crops varies depending on the crop's site requirements and should be assessed individually (some heavier soils will not be very productive under low rainfall conditions).

**Group 2 – high risk and small market - can be adopted by a limited number**

- Farm stays – in some areas of the region where visitors are likely to be attracted, although the contribution of this activity towards farm income is limited by the planning scheme (six guests at any one time);
- Establishing vegetation offsets for future development through Bush Broker; and
- Intensive livestock – chicken meat and piggeries.

**Group 3 – high risk and market unknown - unlikely to be adopted without further research**

- Firewood and timber production – due to questions over the species growth rate and markets being adequate for sustainable production;
- Establishing native grasses for stock grazing – there is very little information on the feasibility of this activity; and

- Carbon sequestration through programs like the Landcare Carbon Smart program – this opportunity is likely to increase in the future as other carbon markets develop.

Possible research questions in order of priority include:

- Field trials:
  - What plantation species for timber and firewood production are applicable for the soil, groundwater, rainfall and salinity conditions in the LCIR?
  - Is the growth rate of trees in the LCIR adequate for profitable timber production, firewood production and carbon sequestration?
  - Does the market create viable returns for these options?
  - Is establishment of native grasses and grazing by stock a feasible option for supporting a farm business?
- What is the demand for off-sets in the LCIR through Bush Broker?
- Collation of existing research and practical examples:
  - Can saltbush be grown successfully on the heavier soils in the LCIR and how productive is it?
  - What is the impact of sodic subsoils and potential waterlogging in the LCIR on successful dryland lucerne production?

### Decision support tools

The project recognises that changing from irrigation to new dryland farming is a complex decision due to the risk and uncertainty involved. Two tools were developed as part of the project to highlight the key factors to be considered, when thinking about new dryland options. These tools were not designed to provide the answers, but rather to stimulate thought and discussion. The first tool was a decision tree and the second a checklist of considerations as an alternative to the decision tree.

The findings of the new dryland project are being implemented through a number of NCCMA programs including Healthy, Productive Irrigated Landscapes which assists farmers with incentives for whole farm planning and saline soil rehabilitation.

### FARM WATER PROGRAM

The Farm Water Program<sup>70</sup> is being implemented across the GMID as part of the Commonwealth Government's On Farm Irrigation Efficiency Program and is about achieving farm water savings through improved farm irrigation systems. The water savings are shared between farmers and the environment, with at least half the water savings being transferred to the state or commonwealth environmental water holder. The program is encouraging the alignment of the new modernised off-farm water-delivery systems with the farm systems.

The Farm Water Program is led by the Goulburn Broken Catchment Management Authority. Other consortium members include:

<sup>70</sup> GBCMA, 2011, *Farm Water Program*. [http://www.gbcma.vic.gov.au/default.asp?ID=farm\\_water](http://www.gbcma.vic.gov.au/default.asp?ID=farm_water) accessed 14 October 2011

- Northern Victoria Irrigators Inc.;
- Dairy Australia;
- North Central Catchment Management Authority;
- North East Catchment Management Authority;
- Northern Victoria Irrigation Renewal Project;
- Goulburn-Murray Water;
- Department of Primary Industries; and
- Department of Sustainability and Environment.

## ECONOMIC DEVELOPMENT RESEARCH AND PROGRAMS

### REGIONAL DEVELOPMENT AUSTRALIA FUND

The Regional Development Australia Fund (RDAF) is an initiative of the Commonwealth Government. It is intended:<sup>71</sup>

*to support the infrastructure needs and economic growth of Australia's regions. The national program is designed to leverage Commonwealth, State, local government, private and not-for-profit investments for the long-term benefit of communities.*

Almost \$1 billion has been allocated to the fund, with around \$150 million allocated already in 2011, and a second round of \$150 million to open in November 2011.

Regional Development Australia (RDA) committees play a key role in the development of project proposals for Commonwealth funding. It appears likely that this will be one mechanism used by the Commonwealth to support transition to SDLs under the Basin Plan.

### Greater Shepparton City Council Economic Development Action Plan 2009-2012

This plan<sup>72</sup> states the following vision:

*Greater Shepparton will be a prosperous, innovative and dynamic place where the strengths of the local and regional economy and the skills and application of the resident population will be promoted as key attributes in fostering innovation, attracting investments, developing labour skills, growing existing businesses, and creating new businesses and new jobs.*

*This will be a place where the achievement of best practice in the sustainable development of the agricultural, manufacturing, transport and logistics industries will be world-class, and where the community is renowned for its 'can do' spirit in achieving positive economic and social outcomes for the benefit of all in Greater Shepparton*

<sup>71</sup> Department of Regional Australia, Regional Development and Local Government, 2011, *Regional Development Australia Fund (RDAF)*. <http://www.regional.gov.au/regional/programs/rdaf.aspx> accessed 12 October 2011

<sup>72</sup> Essential Economics, 2009, *Greater Shepparton City Council Economic Development Action Plan 2009-2012*



The objectives of the Action Plan are:

1. To provide leadership in identifying and implementing economic development opportunities;
2. To identify and address the implications for economic development arising from population growth;
3. To identify opportunities to retain and grow existing businesses and jobs, and to encourage new businesses and jobs;
4. To diversify the economic base;
5. To identify opportunities for new and expanded levels of business development;
6. To ensure that a sufficient supply of skilled labour is available to support economic growth and industry development;
7. To promote improved passenger and freight rail services to/from Greater Shepparton;
8. To support the role and viability of the Shepparton CBD as the premier centre serving the region;
9. To promote Greater Shepparton as a place to live, work and invest;
10. To support the viability of small towns and their communities;
11. To keep young people living in Greater Shepparton; and
12. To ensure the development of the Goulburn Valley Freight and Logistics Centre.

The documents sets out a number of actions. The top five priorities for Council action were identified as:

1. To ensure the development of the Goulburn Valley Freight and Logistics Centre;
2. To identify opportunities to retain and grow existing businesses and jobs, and to encourage the creation of new businesses and jobs;
3. To diversify the economic base;
4. To promote improved passenger and freight rail services to/from Greater Shepparton; and
5. To promote Greater Shepparton as a place to live, work and invest.

## **GREATER SHEPPARTON PLANNING SCHEME**

The Greater Shepparton Planning Scheme recognises the importance of agriculture to the economy in its Municipal Strategic Statement, Local Policy and application of the Farming Zone.

Greater Shepparton currently is introducing the recommendations of the Regional Rural Land Use Strategy (RRLUS) into its planning scheme. The RRLUS was developed by Campaspe, Moira and Greater Shepparton and is predicated on five key elements

12. The region is Australia's productive food bowl based primarily on dairy products and fruit production.
13. The scale of production has resulted in Australia's greatest regional concentration of food processing industries and workforce.
14. The economy and the liveability of the region are integrated with and dependent on agriculture and its continuation.
15. The series of water reforms and the potential for new areas to be opened up for intensive production provide opportunity for expansion in the level of agricultural production.
16. The region natural assets and ecosystem services provide significant contribution to the productivity and sustainability of the region.

The RRLUS and the planning scheme provisions that assist its implementation seek to complement and align with the package of reforms associated with the NVIRP and water more generally, and current trends in agriculture including ongoing increases in farm size and intensification of farm management practices.

The RRLUS recognises past settlement and development which has left a legacy of varying subdivision patterns and farm sizes across the region. The Strategy identifies:

**Growth** areas: large-scale areas where major future agricultural investment is likely to occur and not compromised by ad hoc land uses and developments including the subdivision of land and its fragmentation in ownership.

**Consolidation** areas: where productive agriculture is the predominant land use. Further investment in agriculture is likely in these areas, but the relatively smaller size of most of the holdings, the fragmented pattern of land ownership and the older irrigation infrastructure is likely to make these areas far less attractive for large scale agricultural investment.

**Niche** areas: where productive agriculture is a significant land use but there are many properties that do not rely on a productive agricultural return and they are often increasingly hosting a range of urban related uses. While there may be some further investment in productive agriculture it is increasingly unlikely as the cost of purchasing land far exceeds a productive return from the area and the amenity impacts of further agricultural uses limit opportunities. Investment in agriculture will be largely based on the existing lot configuration and is likely to increasingly involve niche and specialist products.

The RRLUS recommends planning policy to support these outcomes.

## COMMUNITY RESEARCH AND PROGRAMS

### INTEGRATED PLANNING FOR A SUSTAINABLE SHEPPARTON COMMUNITY STRATEGY

In 2010, Greater Shepparton undertook development of the *Integrated planning for a sustainable Shepparton community strategy*.<sup>73</sup> The purpose of the strategy was to:

- Help the Council and stakeholders understand the impacts of climate change in the region;
- Identify the risks and opportunities climate change and reduced water availability present for the region; and
- Clarify the Council's role and scope for taking action on these issues.

The focus of the strategy is the impact of climate change and reduced water availability across four areas:

- The regional economy;
- Utilities infrastructure – transport, energy, water;
- Community infrastructure – libraries, town halls, parks and gardens; and
- Council's capacity to meet the needs of its community as the climate and water availability changes. Develop measures the Council can adopt to address risks and act on opportunities.

The key risks to the Shepparton region's economy as a result of climate change and reduced water availability are:

- Reduced water availability may reduce agricultural production and therefore lower regional output, employment and population;
- Reduced water availability and increased incidence of pests and diseases and extreme events may threaten farm business profitability;
- Reduced security of inputs (agricultural produce and electricity) to the manufacturing sector may reduce its profitability; and
- Reduced profitability in the farm and manufacturing sectors may undermine the wider economy given its reliance on these sectors.

The study found that even with the projected effects of climate change and reduced water availability, the population and regional economy will continue to grow, albeit at a slower rate. The implications of the Sustainable Diversion Limits to be proposed by the Murray Darling Basin Authority are currently unclear. The Council can play a valuable role in advocating on behalf of local irrigators on a range of issues, reviewing its own barriers to on-farm adaptation and building the economic diversity of the region.

The strategy proposed that Council:

<sup>73</sup> RM Consulting Group (2010) *Integrated planning for a sustainable Shepparton community strategy*

- Understand and respond to the Sustainable Diversion Limits proposed by the Murray Darling Basin Authority;
- Promote water use efficiency on farms;
- Advocate for the development of new livestock breeds and plant varieties and business planning and management courses for irrigators;
- Improve regional biosecurity;
- Review planning controls;
- Raise community awareness of farm adaptation measures;
- Engage the manufacturing industry to understand their exposure to interruptions in inputs; and
- Build the economic diversity of the region.

## HUME REGIONAL STRATEGIC PLAN

The Hume Strategy for Sustainable Communities (Hume Strategy) is a ten year strategic plan. It is an integrated regional plan that has been developed to provide advice and make recommendations to inform decision making and investment in the Hume Region.

Set out under the five themes of environment, community, economy, transport and land use, each theme comprises a comprehensive package of key directions and strategies.

The strategy identifies climate change as one of the most challenging issues facing the and notes:

*Failure to deal with climate change will have social, economic and environmental impacts, with effects predicted to include:*

- *Increased severity of natural disasters such fires, storms, floods and droughts.*
- *Reduced water for individuals, communities, industry and the environment.*
- *Constraints on personal mobility due to fuel price rises likely to result from transition to a low-carbon economy.*
- *Impacts on the key freight and logistics and agricultural industries, as input costs rise.*
- *Decreasing snow cover, depth and reliability, with consequences for the Alpine Resorts and the local tourist industries that support snow-based recreation.*
- *Increased health problems due to hotter temperatures and spread of disease vectors.*
- *Increased costs of cooling or heating, or investment to adapt dwellings, workplaces and industries to changed temperature regime.*

- *New opportunities in technologies, industries and markets to help businesses and communities adapt to the effects of mitigation measures and to adapt to the unavoidable impacts of climate change.*

The Strategy outlines a comprehensive program of strategies and actions to achieve the Vision for the region and mitigation of and adapting to climate change is embedded across these. Key themes within the strategy include:

- Integrated planning approaches;
- Managing our water resources sustainably;
- Protecting native habitat and biodiversity;
- Harnessing renewable energy sources, reducing greenhouse gas emissions and pursuing innovative waste management approaches;
- Embracing learning for life;
- Providing appropriate and accessible social services and infrastructure;
- Developing innovative and flexible service delivery models;
- Strengthening communities, increasing resilience and enhancing liveability;
- Strengthening a capable workforce;
- Adapting and diversifying agriculture in an environment of change;
- Facilitating research and innovation in tourism, manufacturing and industry to encourage new and evolving business;
- Developing ICT and energy infrastructure that builds on exiting competitive advantages;
- Enhanced integrated planning for mobility;
- Developing a proficient land transportation network;
- Linking communities through improved public transport and transport linkages;
- Strengthening the sustainability of the transport system;
- Directing future population growth to settlements with the greatest capability to accommodate it;
- Maximising the use of existing infrastructure and services and facilitating strategic investment in future infrastructure and services;
- Retaining productive rural land for agriculture and other compatible rural uses; and
- Ensuring efficient use of land use planning resources in the region.

## Appendix 2: Shepparton Stock and Domestic Community Water Supply Scheme

The SSDCWSS pipeline committee has provided the following information.

*The current domestic and stock supply scheme draws its supply by gravity from the weir pool of Gowangardie Weir on the Broken River at Cosgrove South. The area served by the scheme is bounded by the Midland Highway to the south, the Cosgrove-Caniambo Road to the east, Tungamah Boundary Road to the north and the East Goulburn Main Channel (EGMC) to the west.*

*The total area within these boundaries is approximately 10,000ha of dryland farming and includes nearly 100 holdings. The distribution system comprises some 85km of open earthen waterways<sup>74</sup>. The system delivers water to over 300 dams and has helped drought-proof the area for 112 years, ensuring water reliability and greatly assisting economic viability and community resilience.*

*The system is managed as a community water supply scheme and currently has a bulk water supply agreement of 830ML with Goulburn-Murray Water (G-MW). This entitlement is held in the name of the scheme by the City of Greater Shepparton.*

*A feasibility study, which was conducted for the Victorian Department of Primary Industries (DPI) in 2004, concluded that at that time, piping our system would be uneconomic. This is despite the study indicating water savings of over 630ML could be achieved.*

*With successive zero allocations on the Broken system during the drought there were large costs in water carting, destocking, agistment to other areas and increased fire risk as less water was available for suppression.*

*Releases from Lake Mokoan have historically been used to increase flows in the Broken River to enable our system to withdraw approximately 10ML/day for the period required. The decommissioning of Lake Mokoan and reliance on the lower volume Lake Nillahcootie makes this supply more difficult.*

*The Community believes that the only practical, sustainable, long-term solution is to pipe supplies.*

*IN 2009 G-MW updated the 2004 study, The cheapest and preferred option will cost \$5.91M and involve expanding the current infrastructure for the adjacent Tungamah Pipeline Project to service the scheme. Features of this option include:*

- *Our total withdrawal from the Broken system, thus realising .83 GL saving to the Broken River system and a net gain of at least .63 GL for the Murray Darling Basin*
- *These savings become available to the wider strategy of removing stock and domestic and irrigation extractions from the Broken River*

<sup>74</sup> URS (2004) Dookie Region Irrigation and Domestic and Stock Pipelining Feasibility Study (Department of Primary Industries Victoria)

- *Withdrawing stock and domestic requirements from Gowangardi Weir would remove a major impediment to developing strategies for the future role of Gowangardi Weir, including safety issues, maintenance costs and building a fish migration ladder.*
- *Substituting Broken River requirement by purchasing approximately 170 - 200ML of better quality water from the more reliable Goulburn system.*

*Approximate costing.*

<i>Cost of pipeline system infrastructure</i>	<i>\$5,910,000</i>
<i>Less value of current entitlement (830ML @ \$2,500/ML)</i>	<i>\$2,075,000</i>
<i>Plus purchase of alternative Goulburn entitlement (200ML @ \$2,500/ML)</i>	<i>\$500,000</i>
<i>Deficit funding required</i>	<i>\$4,335,000</i>

*So far the Committee has:*

- *appointed a committee of the SSDCWSS to pursue options and funding for the ongoing availability of stock and domestic water supplies to our community,*
- *gained our community support to replace the inefficient open channel scheme with pipe if we can get enough funding,*
- *worked with G-MW representatives (principally Phil Hoare, Shepparton Area Manager) to prepare a current study with estimated costs and savings,*
- *worked with David Jeffrey (Lake Mokoan Project Director) to investigate if funding is available under Lake Mokoan offset works packages. They are offering us approximately \$2,300/ML to withdraw from the Broken system,*
- *met with state and federal members to identify possible strategies for funding,*
- *approached Water for Rivers, Regional Development Victoria and others for project funding,*
- *received in-kind support from COGS, and*
- *discussed issues of mutual interest with the Broken irrigators group who hope to raise close to \$5000/ML from Mokoan offset funding. They would include us, but this is unlikely as we are drawing from above the Gowangardi Weir wall and the premium is only being paid to those downstream of the Weir wall.*

# Operational Engagement Plan – ‘Adaptation Toolkit for a Future with Less Water’ draft report

June/July 2012

Engagement type	Tool/Activity	Stakeholder(s) involved	Resources required	Who is responsible?	Start & finish dates	Feedback method	Who is responsible?	Start & finish dates
Inform	Report to be uploaded to Council website	Council, community	Computer	Strategic Planning	20 June – 13 July 2012	Email responses posted on website	Communications department	20 June – 13 July 2012
Inform	Report to be made available at key outlets in the municipality	Council, community	Printer	Strategic Planning	20 June – 13 July 2012	Questionnaire sheets to be returned to council	Strategic Planning	20 June – 13 July 2012
Consult	Report to be distributed to key stakeholders for comment and feedback	AFWLW Stakeholder group, workshop attendees and other interviewees	Printer	Strategic Planning	20 June – 13 July 2012	Questionnaire sheets to be returned to council	Strategic Planning	20 June – 13 July 2012
Involve	Meeting	AFWLW Board members	Meeting room, food, facilitator	Strategic Planning	TBC	Discussion to be minuted	Strategic Planning	TBC
Consult	Semi-structured interview/workshop information session	Council, targeted to agricultural business community	Meeting room, food, facilitator	Strategic Planning	TBC	Feedback sheets to be completed	Strategic Planning	TBC



22 May 2012

Review of the Aboriginal Heritage Act 2006  
Aboriginal Affairs Victoria  
Department of Planning and Community Development  
GPO Box 2392  
**MELBOURNE VIC 3001**

Dear Sir/Madam,

### **SUBMISSION TO THE REVIEW OF THE ABORIGINAL HERITAGE ACT 2006**

In conjunction with the Council's previous submission, dated 25 November 2011, Greater Shepparton City Council welcomes this additional opportunity to comment on the operation of the *Aboriginal Heritage Act 2006* (the Act) and the *Aboriginal Heritage Regulations 2007* (the Regulations). As part of Greater Shepparton City Council's commitment to preserving the Aboriginal cultural heritage of the Municipality, the Council provides the following submission.

This submission was prepared by the Council's Strategic Planning Team in conjunction with the Council's Statutory Planning Team. It addresses some of the options presented in the "*Issues and Options Paper: Review of the Aboriginal Heritage Act 2006*" published in April 2012 following the consideration of the first round of submissions and the Discussion Session hosted by Aboriginal Affairs Victoria (AAV) in May 2012.

#### **Awareness of Areas of Cultural Heritage Sensitivity**

In almost all instances, small to medium-sized developers purchase land and prepare their planning permit applications based upon the land use zone and overlay/s designated within the Greater Shepparton Planning Scheme. Developers are, on the whole, largely unaware of their obligations under the Act. The majority of proponents are only aware of the fact that their lands are included within an 'area of cultural heritage sensitivity' when they meet with planning officers at a pre-planning meeting or subsequent to lodging a planning permit application.

In cases where an application for a planning permit is lodged with the Council and a CHMP is subsequently deemed to be required, there are significant time and cost implications for any development proposal. In addition, it also leads to the Council's planning officers determining whether a Cultural Heritage Management Plan (CHMP) is required, which is contrary to the provisions of the Act where such a determination is reserved for the relevant Registered Aboriginal Party (RAP). The Council may be bound by the Act but it is not the responsible authority to administer it.

The Council suggests that this is largely due to the fact that the Planning Report mechanism and Planning Certificates available on DPCD's website do not mention sites or places with a 'cultural heritage sensitivity' designation or the relevant RAP. The Council

suggests that there is significant scope to integrate these mapping systems with existing Planning Scheme mapping.

In order to limit the instances of this occurring and to guarantee that Aboriginal cultural heritage is considered before development proposals are prepared, the Council suggests that those 'areas of cultural heritage sensitivity' be included as an overlay within the Victorian Planning Provisions (VPPs). Such an overlay would easily allow for the identification of those 'areas of cultural heritage sensitivity' designation by landowners and prospective purchasers and developers alike. It would greatly improve the efficiency and efficacy of the current system.

Such an overlay could mirror the manner in which the existing Environmental Audit Overlay operates. It would not trigger the requirement for a planning permit itself but would instead simply trigger a requirement for specialised information, such as a CHMP or a statement outlining why a CHMP is not required, to accompany a planning permit application. Additionally, the presence of such an overlay would dilute the onus currently placed on the Council's planning officers to assess whether a CHMP was required.

However, it is acknowledged that the introduction of an Overlay could potentially make the process of updating the cultural heritage sensitivity mapping cumbersome, time-consuming and costly. It is recommended that AAV investigate a mechanism that would allow for the efficient updating of the mapping associated with areas of cultural heritage sensitivity as these areas are assessed and updated.

### **Mapping Areas of Cultural Heritage Sensitivity**

The maps outlining 'areas of cultural heritage sensitivity' are outdated, are not available at a property level and do not take account of developments that have taken place since the mapping was first prepared or urban areas where significant ground disturbance has previously occurred. The Council understands that updating the mapping would be an extensive undertaking and one that would require significant resources and time to complete. However, it recommends that this should be undertaken as a priority to guarantee that only those areas of cultural heritage sensitivity are included within the mapping. Such a process should include the use of a cadastral base map.

At the Discussion Session held in May 2012, it was suggested that local government councils could revise the mapping for their municipalities. However local government councils must be provided with adequate funding to either employ qualified heritage advisors to update the 'cultural heritage sensitivity' mapping for their municipalities or adequate training in the understanding of the cultural significance of Aboriginal sites and places. In addition, resources would need to be provided to outline the manner in which areas of cultural heritage sensitivity could be updated or revised, as well as a clear mechanism outlining how approval for such changes to the mapping would operate in practice. To date, local government councils have not been given the necessary resources to make such decisions.

In addition, a gradation of places of 'cultural heritage sensitivity' should also be considered outlining sites or places that are fragile or sensitive to those that could potentially accommodate a variety of development intensity.

## **Significant Ground Disturbance**

The definition of 'significant ground disturbance' in the *Aboriginal Heritage Regulations, 2007* is vague and subjective. It should be more appropriately defined given the tangible cultural heritage that it aims to conserve. Such a review must consider including clear depth measurements that would constitute as 'significant'. Such uncertainty and subjective interpretation of the Act and Regulations, places a significant burden and onus on local government councils to interpret. This has a commensurate level of legal liability in their interpretation, as well as varying interpretations of 'significance' across municipalities.

## **Three-Lot Subdivisions**

As outlined in our previous submission, developers can currently undertake a number of separate, but essentially integrated, subdivisions each of which are under the required threshold of 3 no. lots to avoid triggering a CHMP. In addition, it is not entirely clear what 'the subdivision of land into three or more lots' stands for in a one lot subdivision, is it the original lot plus three additional lots or three lots including the original lot. These issues need to be amended within the Regulations as it does not safeguard the main purpose of the Act, which is to protect and conserve Aboriginal cultural heritage.

The Council recommends that the threshold be revised to rectify this anomaly and to potentially take into consideration that three lot subdivisions in regional and metropolitan areas diverge significantly in terms of area. Such a revision could refer to either the number of lots cumulatively realised within the surrounding area, potentially within a one kilometre radius, within a pre-determined length of time, potentially five years. In addition, a minimum subdivision area could be included whereby a subdivision proposal on a lot under 1,000m<sup>2</sup> in metropolitan areas and 2,500m<sup>2</sup> in regional areas could be deemed to be a 'high impact activity'.

## **Discovery of an Aboriginal Object**

In instances where an isolated Aboriginal object is discovered following works that were outside of an 'area of cultural heritage sensitivity' and did not trigger the need for a Cultural Heritage Management Plan, significant issues can be applied to any project. In such instances, works must immediately stop and a Cultural Heritage Advisor must be employed to record and register the object and place on the Victorian Aboriginal Heritage Register (VAHR). Following the discovery, an area measuring 50m in radius from the object is declared where works cannot proceed.

In order to recommence works within this area, the sponsor must either arrange for the approval of a Cultural Heritage Permit or have a Cultural Heritage Management Plan approved for the area. As there are no statutory timeframes associated with approving a permit, this is an unattractive proposal for any sponsor as it does not give any level of time certainty. Any review of the Act should consider assigning a statutory timeframe to this process. The latter option could theoretically require the sponsor to prepare a CHMP for lands outside of the land ownership of the sponsor. This situation is not ideal and has the potential to heavily impact upon the time and cost considerations associated with development proposals. Consideration for a leniency in the extent of any designated area

should be given in instances where the object is clearly isolated and unassociated with a place of Aboriginal cultural heritage significance.

### **Amending CHMPs**

In instances where a CHMP accompanies an application for a planning permit, any changes to the proposed development itself, during the statutory planning permit process, may potentially result in the granted development not aligning with that outlined within the approved CHMP. The Act and the Regulations must allow for the swift modification of an approved CHMP in order to limit any further time and cost imposts. This could be undertaken in a streamlined manner similar to the Environmental Protection Agency's (EPA) Works Approval process.

In addition, a recent development proposal undertaken by the Council within a growth corridor required the preparation of two CHMPs for a development proposal encompassing two main activities. Any review to the Act and Regulations should allow for the preparation of one CHMP that considers the cumulative impact of all proposed activities. This would save significant costs and report duplication.

### **Right to Appeal**

There is uncertainty regarding the regulation of RAPs in both decision making and the legislative process in general. This is particularly the case where a traditional knowledge holder disagrees with the decision of a RAP. There is no right of appeal in these instances; however the proponent can eventually appeal decisions to VCAT who can then overturn the decision of the RAP. The Council also has concerns regarding the ability of VCAT to make appropriate decisions regarding Aboriginal cultural heritage above and beyond that of a RAP and suggests that such appeals should be the responsibility of the Victorian Aboriginal Heritage Council.

### **Centralised Agency**

At May's Discussion Session, it was also suggested that in the longer-term a centralised agency could be established to protect Aboriginal cultural heritage in a similar manner to the EPA. A number of the functions currently performed by AAV could be transferred to this agency. The Council supports the formation of such a body as it would have the capacity to regulate the protection and conservation of Aboriginal cultural heritage across the entire State. The formation of such a body would remove the instances of misinterpretation that a number of organisations may have with respect to the interpretation of the Act and the Regulations, and provide for uniformity in the assessment of development proposals.

In conclusion, Greater Shepparton City Council requests that AAV include consideration for those issues outlined within this submission. If you have any additional comments regarding this matter, please contact Michael MacDonagh on (03) 5832 9733 or [michael.macdonagh@shepparton.vic.gov.au](mailto:michael.macdonagh@shepparton.vic.gov.au).

Yours sincerely

**Colin Kalms**  
**MANAGER PLANNING AND DEVELOPMENT**

Ref: M12/27590

## Attachment 1 – Tables of Recommendations

	PRE-INTERIM (PRE-2008) CONTROLS		INTERIM (25/9/08) CONTROLS	
	Minimum lot size for subdivision	Minimum lot size for as of right dwelling	Minimum lot size for subdivision	Minimum lot size for as of right dwelling
<b>Intensive agriculture</b>	20ha	10ha	100ha	100ha
<b>Intensive rural</b>	40ha or 20ha (Clause 22.01)	40ha	100ha	100ha
<b>Broadacre</b>	80ha	80ha	250ha	250ha

	EXHIBITED (12/2/11 - 14/4/11) CONTROLS		COUNCIL POSITION AT HEARING (5/10/11)	
	Minimum lot size for subdivision	Minimum lot size for as of right dwelling	Minimum lot size for subdivision	Minimum lot size for as of right dwelling
<b>FZ1</b>	<b>Dryland</b>	250ha	40ha	40ha
	<b>Irrigated</b>	100ha	40ha	40ha
<b>FZ2</b>	<b>Dryland</b>	160ha	40ha	40ha
	<b>Irrigated</b>	40ha	40ha	40ha
<b>FZ3</b>	None specified (40ha default)	None specified (40ha default)	40ha	40ha

PANEL RECOMMENDATIONS (27/3/12) FOR IMMEDIATE ADOPTION			LONG TERM PANEL RECOMMENDATIONS (27/3/12)		
	Minimum lot size for subdivision	Minimum lot size for as of right dwelling		Minimum lot size for subdivision	Minimum lot size for as of right dwelling
<b>FZ1 (Growth &amp; consolidation)</b>	<b>Dryland</b>	100ha	<b>FZ1 Dryland</b>	100ha	120ha
	<b>Irrigated</b>	50ha	<b>FZ2 Horticulture</b>	<i>*subject to further investigations</i>	25ha
<b>FZ2 (Niche)</b>	40ha default	40ha default	<b>FZ3 Other irrigated</b>	50ha	70ha
			<b>FZ4 Fragmented</b>	40ha default	40ha default

PANEL RECOMMENDATIONS (27/3/12) FOR ADOPTION WITHOUT IRRIGATED / DRY LAND DELINEATION		
	Minimum lot size for subdivision	Minimum lot size for as of right dwelling
<b>FZ1 – Growth &amp; Consolidation</b>	60ha	80ha
<b>FZ2 – Niche</b>	40ha default	40ha default

## **SUMMARY OF PANEL RECOMMENDATIONS FOR C121:**

*Please note:*

*Recommendations 1, 14, 19, 20, 27 and 28 are not relevant to the Greater Shepparton Planning Scheme and relate only to Moira Shire and/or the Shire of Campaspe Schemes.*

1. Correct the reference to the Loddon-Murray North Regional Plan in the Campaspe Municipal Strategic Statement.
2. Delete the reference '*Planning Controls for Earthworks on the Goulburn Broken Catchment- Operation and technical Guidelines*) M.A.S.N.V. November 1997' and replace with '*Earthworks Controls in the Shepparton Irrigation Region – Discussion and Options Paper (August 2010)*' in the Campaspe, Moira and Greater Shepparton Municipal Strategic Statements.
3. Revise the relevant clauses of the Municipal Strategic Statements and the schedule to the proposed Environmental Significance Overlays as suggested by Goulburn Murray Water.
4. Subject to subsequent recommendations, edit the exhibited Amendment documentation to reduce repetition and enhance policy guidance as illustrated in revisions circulated by the Councils after the Hearing.

### **Farming Zone**

5. Delete the distinction between Farming Zone 1, Farming Zone 2 and Farming Zone 3 in excision provisions.
6. Avoid the creation of opportunities for additional dwellings in the Farming Zone as a result of excision by including policy to the following effect:

*'Excisions of house lots should not create any additional entitlement(s) for a dwelling or dwellings without a planning permit.*

and

*The approval of excisions of house lots is contingent on a Section 173 agreement under the Planning and Environment Act 1987 being entered into prohibiting a house and further subdivision on:*

- *A residual lot created as a result of a house lot excision;*
- *A new lot that incorporates the residual lot after a house lot excision unless a house was as-of right before consolidation with the residual land.'*

Pending the implementation of subsequent Panel recommendations relating to alternative Farming Zone provisions set out in Recommendation 20 below:

7. Consolidate the exhibited Farming Zone 1 and 2 and rename these areas Farming Zone 1 Growth and Consolidation.
8. Consolidate Local Planning Policy Framework content relating to the exhibited Farming Zone 1 and 2 under a renamed FZ1 Growth and Consolidation.

9. Maintain the delineation of dryland and irrigated areas that apply in the current interim controls (with consolidation of the irrigated areas in Greater Shepparton and Moira).
10. In the renamed Farming Zone 1 Growth and Consolidation:
  - In dryland areas adopt 100ha as the minimum subdivision lot size and 120 ha as the lot size at which a dwelling requires a permit (i.e. the dryland provisions recommended below).
  - In irrigated areas adopt a 50ha minimum subdivision lot size and 70 ha as the lot size at which a dwelling requires a permit (i.e. the other irrigated area dwelling permit trigger suggested below).
11. Renumber the Farming Zone Niche from FZ3 to FZ2.
12. Revise policy guidance in the Local Planning Policy Frameworks of the three planning schemes relating to the development of dwellings in the Farming Zone to the effect illustrated in the annotated example of the Campaspe C22.01 policy in Appendix C.
13. Rezone land at 137 Riverview Drive Shepparton to accord with the zoning of the adjoining land where analysis associated with Amendment C23 does not justify the application of the Urban Flood Zone (UFZ).

#### **Rural Activity Zone**

14. Adopt the post-exhibition extension of the Rural Activity Zone towards the Torrumbarry township as support by Campaspe Shire Council at the Hearing but with the addition of 165 Young Road, Torrumbarry (the subject of Submission C37).
15. Adopt the post-hearing revisions to the Rural Activity Zone policy but with the following additional change:

*‘Dwellings not associated or required for the agricultural or tourism use of the land are strongly discouraged’.*

#### **Rural Conservation Zone and Environmental Significance Overlay**

16. Delete the exhibited proposed Rural Conservation Zone from the land at Dookie, to the west of Murchison and around Rushworth.
17. Amend the Greater Shepparton Planning Scheme to the following effect:

*In Clause 21.05-1 add ‘The RRLUS identifies land of high conservation value south and west of Murchison and the Dookie Hills and recommends the application of the Rural Conservation Zone to the land. This will be addressed through further strategic work to determine the appropriate Zone or Overlay to achieve the conservation outcomes envisioned in the strategy’ (as proposed by Council).*
18. Amend the exhibited Schedule to the Environmental Significance Overlay to be numbered (ESO1) and shown on planning scheme maps in the Campaspe Planning Scheme.
19. Correct the mapping of the boundary of ESO2 in the Moira Planning Scheme to align with the LSIO in areas adjacent to the Murray River; and to extend to approximately 100 metres from the river if the LSIO boundary is less than 100m from the river.



## Further Strategic Work

20. Identify the following Further Strategic Work in the Campaspe Municipal Strategic Statement:

*Determine the appropriate Zone or Overlay to achieve the conservation outcomes envisioned in the RRLUS around Rushworth.*

*Determine the appropriate Zone or Overlay to achieve the conservation objectives for the Northern Plains Grasslands in consultation with the Department of Sustainability and Environment.*

*Undertake a Shire-wide Rural Living Land Review.*

21. In the Greater Shepparton Planning Scheme include under Further Strategic Work:

*Undertake further strategic work to determine the appropriate Zone or Overlay to achieve the conservation and landscape outcomes envisioned in the RRLUS to the south and west of Murchison and in the Dookie Hills area.*

## Other

22. The Panel recommends that the following alternative provisions for the Farming Zone be formulated as a matter of priority:

- Remove the distinction between the FZ1 and FZ2.
- Establish a principle that the minimum subdivision lot size is less than the lot size at which a dwelling requires a permit to avoid expectations there will be an automatic entitlement to build a dwelling on lots that are created.
- Modify the Farming Zone schedules and planning scheme zone maps to:
  - Differentiate dryland (a new FZ1) and two broad categories of irrigated areas – ‘Horticulture’ (a new FZ2) and ‘Other Irrigated Farming’ (a new FZ3).
  - Maintain the Farming Zone Niche (Fragmented) (a new FZ4) and set the level at which a permit is required for a dwelling at the 40 ha default.
- Delineate irrigated areas on the basis of:
  - The Declared Irrigation Areas, with updating to reflect changes in the footprint as a result of NVIRP; plus
  - Areas where irrigated agriculture occurs utilising established permanent rights to irrigate using groundwater or direct pumping from waterways and water bodies (on the advice of relevant authorities).
- Obtain expert advice, with review by farmers in the Region who are experienced in farming irrigated land, to determine:
  1. The horticultural and other irrigated areas.
  2. Minimum lot sizes for subdivision in irrigated areas.
  3. The level of irrigation water required:
    - On a permanent basis to sustain horticulture and dairying in the Region; and
    - As a minimum during exceptional circumstances (such as during drought conditions).
  4. The following land size at which a permit is required for a Dwelling in the Farming Zone irrigated areas that are suggested by the Panel:

- 25 ha in irrigated 'horticulture' areas (a New FZ3) where it is demonstrated that there is a permanent water entitlement that supports horticulture.
  - 70 ha in other irrigated areas (a New FZ2) where it is demonstrated that there is a permanent water entitlement that supports dairying.
  - 120 ha where it is not demonstrated that there is a permanent water entitlement that would support irrigated forms of agriculture.
23. Apply a minimum subdivision lot size of 100ha in Dryland areas.
  24. Set the land size at which a permit is required for a Dwelling in the Farming Zone dryland areas (a new FZ1) at 120 ha.
  25. Where land within an irrigated area does not have permanent water at a level that would sustain irrigated agriculture, exercise discretion in the permit process to apply the minimum subdivision lot size applicable to dryland farming, i.e. 100 ha.
  23. Consider increasing setbacks from side and rear boundaries for as of right dwellings in the Farming Zone.
  24. Consider whether tenement provisions would provide a useful mechanism to minimise the development of dispersed dwellings in the Farming Zone.
  25. Consider whether an alternative zoning is appropriate for highly fragmented areas with extensive levels of housing development as part of the proposed evaluation of rural living opportunities in Campaspe and Moira; or through proponent initiated area based rezoning proposals which are supported by those who are directly affected in Greater Shepparton.
  26. The Councils consider establishing a farming advisory group to provide a resource to officers, contribute to ongoing staff development, and have a role in the periodic review of application assessment and decisions relating to dwellings in the FZ (and other relevant matters).
  27. Moira Shire Council work with the Department of Planning and Community Development to facilitate the implementation of strategic planning for the Bundalong area.
  28. DSE and the Shire of Campaspe identify measures to assist in the protection of the Northern Plains Grasslands Campaspe as a matter of priority.



Our Ref: 3394713v2  
Your Ref: C51, C69 & C121

Mr Andrew Cowin  
Strategic Planning Manager  
Shire of Campaspe  
PO Box 35  
ECHUCA VIC 3564

16 May 2012

COPY

Dear Mr Cowin

**Planning Scheme Amendments C51, C69 & C121  
Moirra, Campaspe and Greater Shepparton Planning Schemes**

I refer to your letter of 26 April 2012, concerning the panel report on the above planning scheme amendments.

I empathise with the challenge that the Panel report has presented to your Councils regarding subdivision and dwelling development but Goulburn-Murray water (G-MW) is limited in how it can assist.

As you would be aware, irrigation in northern Victoria is undergoing an unparalleled period of structural change through the impacts of water markets, climate variability, unbundling of entitlements, rollout of the NVIRP modernisation program, commodity prices, exchange rates, the Commonwealth water buyback program and the Murray-Darling Basin Plan.

In response, irrigators are adapting their farming systems and management strategies and previously accepted irrigation paradigms are changing. This means that the past may not be a good guide to the future. Water entitlements, water usage or the delivery share associated with a property may not be clear indicators of 'irrigation' depending on how that is defined.

Very briefly, unbundled water entitlements can be held unassociated with land or leased and water allocations can be purchased on an annual basis. Dairy enterprises can depending on the seasonal settings irrigate pasture one year and buy in all their fodder needs the next.

Mixed farming enterprises can be opportunistic and irrigate maybe 2 years in 5. Some properties did not irrigate for 5 to 10 years during the recent drought but are irrigating now. Groundwater licences can be held as risk insurance and only used when surface water supplies diminish during extended dry periods.

Properties can have sold all of their water shares and have no current irrigation intentions but continue to hold delivery shares. Areas irrigated outside of the declared districts using direct diversion or groundwater can be part of larger farming enterprises and the distinction between irrigation and dryland can be blurred.

The Goulburn Murray Irrigation District (GMID) defines the footprint of public irrigation infrastructure in the Moira, Campaspe and Greater Shepparton region and G-MW can provide Councils with mapping information on the declared boundaries of the GMID. The declared boundaries are subject to change through excisions and inclusions and the information provided at any particular time would be a snap shot. G-MW could provide Councils with updated information on any significant changes or on an annual ongoing basis if this was of assistance.

While the size of the GMID is expected to contract, the rate of change in the Moira, Campaspe and Greater Shepparton region is such that the currently declared boundaries of the GMID should provide a reasonable guide to the medium term footprint of public irrigation infrastructure.

However, providing Councils with mapping information on properties that use direct pumping or groundwater to irrigate outside of the defined GMID is more problematic and G-MW is unable to do this.

These land holders have bundled licences to divert water and use private irrigation infrastructure. The information G-MW has regarding these customers is collected for specific business purposes and G-MW is unable to provide this private information to Councils for purposes other than the stated reason the customer data was gathered for.

Specifically, G-MW holds the customer information for compliance and billing purposes and it cannot provide this information to Councils to make property subdivision decisions without the approval of the customer.

In this changing environment, it appears that Councils will need to develop criteria on how they intend defining 'irrigation' for their planning permit triggers and depending on the criteria adopted it may well be necessary for Councils to individually assess properties. G-MW could provide Councils with customer information if the individual customers give G-MW approval to do so.

I would be happy to discuss this matter further with you. Please contact me on telephone 5833 5515 or e-mail [ianm@g-mwater.com.au](mailto:ianm@g-mwater.com.au).

Yours sincerely



Ian Moorhouse  
CHIEF OPERATING OFFICER

Cc *Ms Elizabeth Tuson, Manager Development Services – Moira Shire Council*  
*Mr Colin Kalms, Planning Manager – Greater Shepparton City Council*

### Attachment 3 – Lot size and dwelling analysis

PROPOSED FZ1 (Exhibited as FZ1 + FZ2)					
Lot Size Distribution	Total Lots	Lots With Dwellings	% Lots Without Dwellings	Potential New Dwellings	Potential New Lots
Scenario 1 (40ha min. lot size for both dwellings and subdivision) - Council Post-Exhibition					
< 40ha	7,415	2,663	64%		
40+ha	1,935	824	57%	1,111	
80+ha (2x40ha)	576	291	49%		850
Scenario 2 (60ha min. lot size for subdivision and 80ha min. lot size for dwellings) – Independent Planning Panel Recommendation					
< 80ha	8,774	3,196	64%		
80+ha	576	291	49%	285	
120+ha (2x60ha)	231	124	46%		255

PROPOSED FZ2 (Exhibited as FZ3)					
Lot Size Distribution	Total Lots	Lots With Dwellings	% Lots Without Dwellings	Potential New Dwellings	Potential New Lots
40ha min. lot size for both dwellings and subdivision - Council Post-Exhibition & Supported by Independent Planning Panel					
<40ha	342	172	50%		
40+ha	8	7	13%	1	
80+ha (2x40ha)	2	2	0%		2

**21.01 MUNICIPAL PROFILE**-/-/-/  
C121**Location**

The City of Greater Shepparton is located in the North Goulburn region of Victoria. It is the fourth largest provincial centre in Victoria. Shepparton is located about 180 kilometres to the north of Melbourne at the junction of the Goulburn Valley Highway and the Midland Hwy.

**People**

Greater Shepparton has a population of approximately 60,000 and is home to a diverse number of ethnic groups, second and third generations of European migrants, and newer first generation migrants from Europe, Asia and the Middle East, some of who initially arrived in Australia as refugees. Greater Shepparton is also home to the largest population of indigenous Aborigines outside metropolitan Melbourne.

**Settlements**

The largest urban centre is Shepparton (together with Mooroopna and Kialla) which has a vibrant central business district and extensive commercial, administrative and industrial base. This centre is supported by smaller settlements at Congupna, Dookie, Katandra West, Merrigum, Murchison, Tallygaroopna, Tatura, Toolamba and Undera. The regional economic catchment of Shepparton extends from Seymour to Deniliquin. Shepparton also provides a wide range of higher order community services and facilities for a regional population of approximately 160,000 persons.

**Economy**

The region has a strong and vigorous rural economy based on irrigated and dry land agriculture. A major strength of the economy is in the value-adding manufacturing and processing of agricultural produce. It has a supporting service industrial base, notably Shepparton's role as a transport hub with a high level of freight movements and volume. A commitment to construct the Shepparton bypass, and the implementation of the freight logistics centre (inland port) at Mooroopna, are key projects supporting this advantage. The region is often described as the "food bowl" of Australia providing 25% of horticultural produce in the state.












The 'Regional Rural Land Use Strategy' (RRLUS) prepared for the City of Greater Shepparton and the Shires of Campaspe and Moira notes that irrigated primary production and the processing of that product underpin the municipality and the Region's economy. The level of production is nationally important and the region is responsible for significant parts of the nation's milk production, deciduous canned fruit production, stone fruit crop and tomato processing production, with an annual value of agricultural production at the farm gate of about \$1.2 billion (2006).

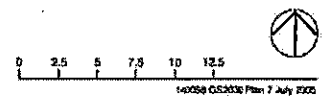
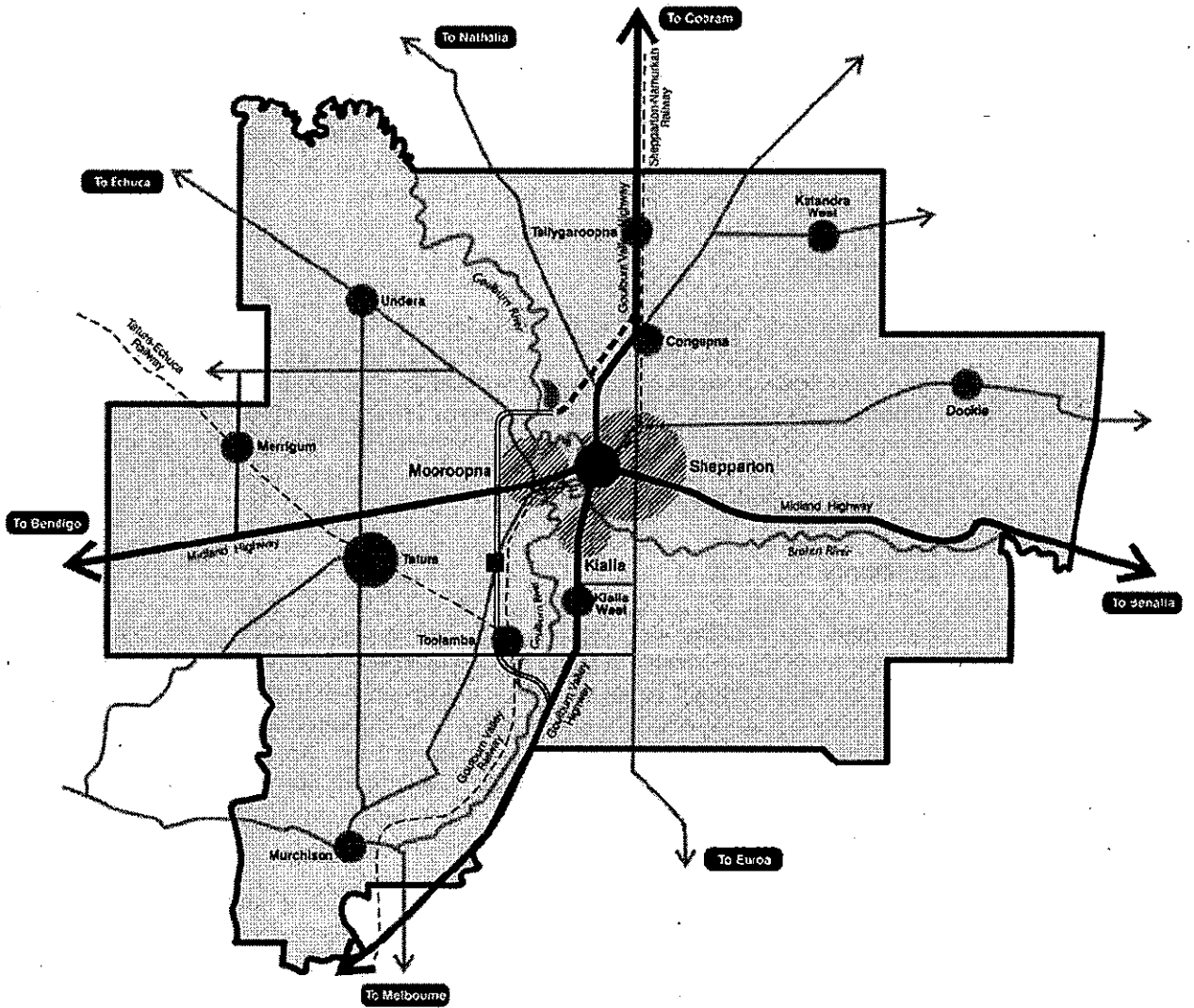
**Environment**

The Goulburn River and its surrounding environs, including floodplains and wetland systems is a significant environmental and recreational asset in the municipality. The loss of agricultural land due to salinity, rising ground water and urban encroachment, is a significant threat to the future of the area along with drainage problems, flooding and declining water quality. Water trading is increasingly becoming an important issue and this has implications for long term water availability to irrigated land. Pest plants and animals also affect parts of the municipality.

GREATER SHEPPARTON PLANNING SCHEME

DRAWING KEY

	Main highways		Railway line		City centre		Freight logistics centre
	Main arterials		Rivers / creeks		CBD		City of Greater Shepparton Municipal Boundary
	Bypass Stage 1 and Stage 2		Swamp reedy		Towns		



## 21.02

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C121

## KEY INFLUENCES AND ISSUES

- The *Melbourne 2030* policies of containment will result in the land price differential between metropolitan and regional areas widening to the advantage of regional centres.
- The challenge in Greater Shepparton is to diversify and broaden its economic base in a manner that builds onto the inherent strength in primary production and processing, in a way that reduces wide spread vulnerability.
- The application of technology and advanced materials to the local economy should be pursued as the vehicle to build the municipality's changing industrial future.
- Land use strategies that provide for growth should be pursued whilst also protecting the quality of agricultural land and encouraging the sustainable use of natural resources such as land, water, air and biodiversity.
- Coordinated management of catchments by catchment management authorities, river and wetland systems and irrigated agricultural systems will provide for greater care and responsibility toward the natural environment and sustainability of agricultural practices.
- Certainty of water rights and inter-regional distribution of the water resources in the state for urban, agriculture and environmental uses.
- Agriculture is a significant land use in the municipality and underpins the local economy directly through on farm employment and through the associated manufacturing and food processing and industries servicing agriculture.
- Horticulture is the most significant agricultural industry in terms of gross value of agricultural production. Horticulture and the dairy industry is dependant on access to a secure water supply via the irrigation network. Land use planning control needs to protect the main production irrigated areas to secure their future for farming but also integrate with the planned modernisation and reconfiguration of the systems and potential expansion into the agricultural development areas.
- Farm businesses generally need to grow and expand over time. Access to affordable land unencumbered by unnecessary infrastructure is essential to provide the opportunity for farm growth.
- Horticultural production, and to a lesser extent dairy, requires soils with high suitability for irrigation, particularly excellent drainage and low salinity. Greater Shepparton has areas of Class 1 soil and Class 2 soil (highly suitable for irrigation), some of which is in close proximity to urban development around Shepparton, Ardmona and Mooroopna. Land use planning controls need to ensure that these soils are protected from urban expansion and are available to agriculture in the long term and that urban development is buffered from mechanised 24 hour farm activities.
- The rural areas of the municipality are considered to be productive agricultural land based on the soil types, subdivision pattern and climate and the significant level of irrigation infrastructure. Protection and retention of this land for agriculture is of primary strategic importance to the City.
- Major physical services exist, including the urban water supply for Mooroopna and Shepparton which is taken directly from the Goulburn River system and natural gas supply coming from the main Hume Freeway line at Euroa.
- As immigration plays an important part of addressing skilled labour shortages, increasing cultural diversity will provide a challenge of continuing to be a more accepting community.
- The influence of our indigenous population will continue to be important to acknowledge and plan for with the improvement of opportunities for the indigenous community.



- Competition between regional centres for community health and education services and facilities, and regional infrastructure investment in cities will be significant and success will be with those communities able to overcome infrastructure barriers.
- Higher education opportunities for youth and a focus on life long education needs will provide opportunities and challenges for this service sector.
- The Shepparton aerodrome is located immediately to the south of the Kialla Lakes residential development on the southern side of the Shepparton urban area. Subject to a detailed feasibility analysis, the future relocation of the aerodrome could provide an option for additional urban expansion in the southern growth corridor.
- Rail access is available to Shepparton and provides benefits to local industries exporting through the Port of Melbourne.
- Non-agricultural development in rural areas can impact on irrigation and drainage infrastructure and needs to be addressed as part of any new development.

**21.04****SETTLEMENT**-/-/  
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State Government forecasts predict that the population of the City of Greater Shepparton will increase from 60,403 persons in 2004 to 80,718 persons in 2030. In that same period, the proportion of persons aged 60 and over is projected to increase from the current 15.7% of the population to 28%.

In relation to the future distribution of persons / housing throughout the municipality, it is estimated that the urban areas of Shepparton and Mooroopna will accommodate the majority of additional growth by 2030 (approximately 19,733 persons). Therefore by the year 2030, it is estimated that approximately 82% of the City of Greater Shepparton residents (some 66,039 persons) will be residing in these two urban areas with the remaining persons distributed throughout Tatura, Murchison, Merrigum, Dookie, Congupna, Katandra West, Tallygaroopna, Toolamba, and Undera.

Based on the above population projections, the major pressures associated with future growth will be within the urban areas of Shepparton and Mooroopna where it is estimated that there is approximately 151 hectares of undeveloped residential zoned land. Based on the current take up rate of 400 dwellings per annum, this represents approximately 3.5 years land supply based on the current mix of housing provision as follows:

- Medium Density Dwellings (400 m2 per lot) – 5% of dwelling stock
- Conventional Dwellings (typically 800 m2 per lot) – 70% of dwelling stock
- Low density Dwellings (2000 m2 per lot) – 25% of dwelling stock.

Based on population forecasts (2004) a need for an additional 13,154 dwellings by 2031 in the urban areas of Shepparton and Mooroopna has been identified. In order to accommodate this population forecast, 1,057 ha (approximately) of residentially zoned land will be required in these areas (including the available 151 hectares). These estimates assume a shift in the mix of dwelling type occurring to accommodate the changing demographic composition of the municipality as follows:

- Medium Density Dwellings – 20% of dwelling stock (up from 5%)
- Conventional Dwellings – 60% of dwelling stock (down from 70%)
- Low density Dwelling – 20% of dwelling stock (down from 25%)

In facilitating the future growth and development of the municipality's towns, Council is concerned to achieve urban consolidation thereby promoting walking, the use of bicycles and reducing the dependence on car use. In proximity to the Shepparton CBD and other key activity centres, people will be encouraged to live at higher densities in environments that offer individual, lifestyle and community benefits.

Council also acknowledges the need to provide settlement boundaries for the extent of urban expansion to ensure the sustainability of the urban community and the well being of productive agricultural land. In this regard, Council has identified four major growth corridors around Shepparton and Mooroopna where residential densities will be maximised.

**Objectives – Urban Consolidation and Growth**

- To provide for sufficient additional land for urban growth until 2030.
- To contain urban growth to identified growth areas in order to protect higher quality and intact agricultural areas and achieve a more compact built up area.
- To provide for a broader range of dwelling densities and types of housing to meet projected community needs and differing lifestyles.
- To release land efficiently in terms of location, supply of services and infrastructure and in accordance with land capability.

- To increase the supply of medium density housing in appropriate locations.
- To provide land for small township expansion, without impacting on the long-term growth potential of urban centres or productive agricultural land, subject to a supply and demand analysis.

#### **Strategies – Urban Consolidation and Growth**

- Encourage the consolidation of existing residential areas in the municipality.
- Support increased densities, such as 15 dwellings per hectare, where reticulated sewer and urban services are provided in the existing residential areas, while maintaining and protecting existing sewerage reticulation assets.
- Encourage medium density housing in preferred locations including within existing residential areas; near public transport; within major redevelopment sites; and adjacent to activity centres and open space areas.
- Encourage medium density, apartment style and shop-top housing as part of the redevelopment of Shepparton CBD commercial sites.
- Encourage the provision of smaller lots to meet the changing demographics structure.
- Discourage multi dwelling developments within areas affected by the Floodway Overlay.
- Provide a settlement boundary beyond which additional urban growth and rezoning should not be supported.
- Discourage new development which leap-frogs existing non-residential development.
- Ensure that township growth is determined by infrastructure provision (including water supply) and a supply and demand analysis, with developers funding the extension of water and sewerage services.
- Encourage new subdivision and developments to promote walking and cycling between homes and schools, open spaces and shops.
- Promote development in accordance with the attached Town Framework Plans.
- Link the parks, open spaces and bicycle paths to create connectivity between the three urban areas of Shepparton, Mooroopna and Kialla, with the floodplain becoming a recreation asset.

#### **21.04-2 RURAL RESIDENTIAL**

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One of the outcomes of the Regional Rural Land Use Strategy (2008) was a shared vision to provide for (among other things) ‘hobby farming’. Rural living is provided for as part of the Greater Shepparton Housing Strategy and around some existing towns such as Tatura and Kialla.

Council is keen to ensure that the demand for low density residential development and rural living opportunities is satisfied by the existing supply of zoned land and, when this is developed, by the systematic and sequential release of additional land in accordance with the *Township Framework Plans* contained within this Clause. Council is committed to rigorously applying this strategy and will not compromise it by approval of ad hoc rezoning requests. Proposals to create additional rural residential land or expand existing small township boundaries will not be supported unless justification has been provided. In areas where reticulated services are not available, a Land Capability Assessment is to be provided to confirm the site’s suitability for land based effluent treatment and disposal.

Council recognises that urban expansion into agricultural areas can result in conflict at the urban/rural interface and that development plans for new residential development will need to include ‘buffers’ to protect the amenity of residents and also protect the continued agricultural operations on adjoining land.

**Objectives - Rural residential**

- To provide land for rural residential purposes, without impacting on the long-term growth potential of urban centres or productive agricultural land, subject to a supply and demand analysis.
- To recognise and make provisions for the potential conflicts at the urban/rural interface.

**Strategies - Rural Residential**

- Provide for limited rural residential opportunities as shown on the Strategic Framework Plan.
- Prevent rural residential subdivision in areas that would result in a loss of productive agricultural land or create expectation of subdivision of adjoining rural land, or encircle townships so as to prejudice their future urban growth opportunities.
- Approve land for rural residential development or small town expansion only where it is supported by a supply and demand analysis; a Land Capability Assessment; and Practice Note No. 37.
- Protect the amenity of rural residential land by discouraging uses with the potential to create a nuisance.
- Discourage rural residential subdivision which is reliant on irrigation water supply.
- Allow rural residential development only where environmental constraints prevent smaller lots, and on land that is not considered to be high quality agricultural land.
- Protect productive agricultural land from encroachment of urban growth except in designated growth areas.
- Maintain a distinctive urban-rural interface, and a green belt between Shepparton and Mooroopna.
- Ensure that residential developments provide a buffer to existing agricultural uses, particularly orchards.

**21.04-3 URBAN DESIGN**

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Council is keen to ensure that sustainability principles will strongly influence the design, siting and servicing of dwellings. Sustainability will also be pursued by Council through the encouragement of adapting and reusing of existing buildings and materials, retention and reuse of storm water, and the promotion of solar and energy efficient designs and materials. Council also wishes to ensure high quality architectural, urban design and landscape outcomes for built form and open spaces are achieved throughout the municipality. The appearance of rural, industrial, retail and residential areas and main road approaches to urban centres is important in maintaining a strong level of civic pride. This appearance is also important for a quality pedestrian and shopping environment in the municipality.

Council is dedicated to a well-designed urban environment that enhances the image and the aesthetics in the five designated precincts in the “Urban Design Framework – Shepparton North and South Business Areas”, namely Shepparton Town Entry-North Precinct, Shepparton Civic North Precinct, Lakeside Precinct, Shepparton South Village Precinct, and Kialla Park Boulevard Precinct. The Urban Design Framework aims to achieve a distinctive urban design and appearance for the major gateways, entrances, main boulevards, central area, lake and riverside environs. It is envisaged that this could have a positive impact on most aspects of living and investing in the municipality as well as complementing tourism. In addition, it is also encouraged that development in the precincts enhance energy efficient and sustainable designs particularly through:

- Energy efficient building designs
- Use of energy efficient appliances
- Rainwater harvesting

- Water wise landscaping and
- Protection of existing natural resources.

Advertising signage is a key and often highly visible component of the physical environment of the municipality and the inappropriate design or placement of advertising signs can have a significant effect on the appearance and visual amenity of an area. Council wants to guide the location and display of signage within the municipality to ensure signage is compatible with the character and architecture of local streetscapes. The design, form, size and placement of advertising signs should be controlled so as to protect and enhance the appearance of rural and urban areas and to avoid signs that are excessive, confusing or incompatible with the character of the surrounding area.

#### **Objectives - Urban design**

- To achieve a high standard of sustainability in the design and development of new buildings and subdivision.
- To promote a high standard of architectural, landscaping and urban design for built form and public spaces throughout the municipality.
- To ensure development implements the “Urban Design Framework- Shepparton North and South Business Areas”.
- To control the number of signs and ensure that the appearance, size, illumination or location of signs does not adversely affect the visual amenity of the natural environment or the built form in the municipality.

#### **Strategies - Urban Design**

- Control the location, size and scale of advertising signage, especially in key precincts of the Shepparton CBD and town centres.
- Promote energy efficient and sustainable designs for subdivision, new development and redevelopment of existing buildings and spaces.
- Ensure development within the five designated precincts in the “Urban Design Framework- Shepparton North and South Business Areas” implements the directions of the framework.
- Ensure the design of new development contributes to local character and enhances the public realm while minimising impacts on neighbouring properties.
- Ensure the scale, mass and height of new commercial developments respects the prevailing neighbourhood character.
- Ensure building frontages avoid long expanses of solid walls and incorporate design elements and a variety of materials that create articulation and visual interest.
- Protect vistas to historic or significant buildings forming part of the streetscape.
- Provide safe and sheltered pedestrian routes through residential neighbourhoods and commercial centres.
- Encourage landscaping of sites to retain existing vegetation where practical.
- Encourage the use of indigenous and low maintenance plant species.
- Ensure that the location, form and size of signs complements the dominant character of any urban or rural landscape, building, site or area on which they are erected.

#### **Policy Guideline – Urban Design**

When considering an application for an advertising sign, Council will be guided by the following provisions:

- Fewer signs displaying a simple clear message is encouraged.

- Advertising signage is encouraged to be primarily for business identification providing basic identification information of the business.
- Suspended under-verandah signs should be limited to one per shopfront, except on large premises where the limit should be one per ten metres of shop front.
- Above-verandah signs should be attached to the upper facade or parapet, parallel/horizontal to the road with minimal projection.
- Sky signs, high wall signs, projecting off-wall signs on upper facades and signs that project above parapets, wall, verandahs, roof lines or building fascias are discouraged in all areas.
- Freestanding signs should be limited to one sign per premises with multiple occupancies encouraged to share sign space.
- 'V' board signs are discouraged in all areas.
- Where a building is set back from the street, signs are encouraged to be located within the boundary and should be orientated to be parallel or at right angles to the street.
- Where possible signs should be located on the building.
- Pole signs should be limited to one per frontage and should be no higher than the surrounding buildings.
- Internally illuminated promotional signs are discouraged.
- Permanent bunting, streamers, banner, balloons, animated, reflective signs or similar devices, are strongly discouraged in all zones due to the detriment to the amenity of the area and the high level of visual clutter and dominance. These signs may be considered for temporary (3 month maximum) promotions only.
- Major Promotional signs are discouraged, but if approved are to be confined to Regional & Sub-regional Centres attached to a building wall and should not be more than 3 metres above the ground or be internally or externally illuminated.

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**COMMUNITY LIFE**

A key community development project of Council has been the identification of "Community Hubs" which are considered to be an ideal physical and social focal point for communities. A Hub has been established in Mooroopna and this facility is now attracting a range of new support services for residents. A new multipurpose community centre is planned for Dookie and plans have also been developed for future Community Hubs in North Shepparton and South Shepparton.

Multipurpose community infrastructure potentially allows for community, recreational and business services in one location, making it more accessible to users and allowing providers to work together. This also provides the ability to change the mix of services to respond to changing needs.

Shepparton has a growing role in providing educational facilities and services within the region. Establishing the "Shepparton Tertiary Education Precinct" (STEP) through the development of greater post secondary education opportunities has been identified as a key action within the Council plan. The 'Best Start' and 'Community Building' projects have also instigated a number of joint projects which have supported children and their families and promoted the importance and value of early years education, school retention, the transition between educational levels and the potential for schools to be a resource and focus in the community.

Council recognises the importance of the creation of an integrated park network, with linear parks along floodways as essential to providing additional opportunities for walking, cycling and children's play. This issue is interlinked with the protection and enhancement of the river environs and native vegetation. The Council has, in the past, allowed drainage basins to be developed and used as open space. However, it is important that new

development also be provided with flood free open space which can be developed for playgrounds.

**Objectives - Community life**

- To provide an equitable and efficient distribution of community facilities and services.
- To ensure the costs of development are equitably distributed.
- To develop a regional centre of education facilities for a variety of education requirements, including the Shepparton Tertiary Education Precinct.
- To protect and enhance the network of public open space that contributes to the amenity of the municipality and advances the image of the community.
- To address community safety in the planning and management of the urban environment.
- To provide accessibility in public spaces and new developments.
- To promote integrated local planning that considers the social, physical, environmental and economic domains.

**Strategies - Community life**

- Encourage “supported living” (nursing homes, hostels) in proximity to community and commercial services and activities.
- Locate facilities and service centres where they can be accessed by public transport and/or walking/cycle paths.
- Encourage flexible design to meet user group needs over the lifecycle and changing demographic structures.
- Identify a medical service precinct around the existing Goulburn Valley Base Hospital.
- Promote clustering of facilities to enable multi use and sharing of community facilities.
- Link the provision of facilities with the release of new subdivisions, through the approval of Development Plans and a Development Contributions Plan.
- Provide for student accommodation in the redevelopment areas within the Shepparton CBD, including shop top housing.
- Encourage plans for new university and educational campuses to display contemporary and innovative architectural styles.
- Establish a preferred precinct for the development of post-secondary and tertiary educational facilities to the north east of the Shepparton CBD (the “Shepparton Tertiary Education Precinct”).
- Encourage development on only one side of the road where land is adjacent to public open space.
- Provide for passive surveillance of open space and limit the ‘privatisation’ of public open space.
- Ensure that subdivisions include flood free areas of public open space where possible.
- Encourage the provision of linear links between existing and proposed open space areas and between urban areas.
- Encourage links to the Goulburn and Broken Rivers shared path network to promote environmental assets.
- Promote public art as part of the urban design process.
- Ensure the rezoning and/or development of land is linked to the approval of a legal agreement, such as a pre-development agreement, for the funding of necessary physical infrastructure and community services as identified in Development Plans.

**21.04-5 NON RESIDENTIAL USES**-/-/  
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Council acknowledges that there is a need to protect the amenity of existing and future residential areas. While a range of non residential uses in residential areas provide services to the local community, (including places of worship, schools, medical centres, display homes, child care centres, cafes, restaurants, and the like), it is important to ensure that these uses do not have a negative impact on residential amenity through inappropriate location, unsympathetic design, and traffic impacts. Petrol stations and car washes in particular are discouraged in residential zones.

**Objectives - Non residential uses**

- To ensure that non residential uses are appropriately located.
- To allow complementary non-residential uses to be integrated into residential areas.
- To ensure that non residential uses are appropriately located having regard to:
  - The intensity and hours of operation of the proposed activity.
  - The siting and design of proposed buildings and works, including car parking areas and advertising signs and telecommunication facilities.
  - The location of access points.
- To ensure that the appearance and scale of non residential development in residential zones is consistent with nearby housing.

**Strategies - Non residential uses**

- Ensure non residential uses are located in areas that are appropriate to the intensity and scale of the proposed use and that will have minimal impact on the amenity of nearby residential properties.
- Ensure major facilities serving catchments beyond the local level are located in commercial areas or sited on roads which avoid the generation of additional through traffic on residential streets.
- Discourage service stations and car washes in residential areas.
- Ensure the siting and design of buildings and works (including car parking areas) responds to the surrounding housing and streetscape and includes features to reduce the noise, loss of privacy and to enhance the appearance of the development, including landscaping, screening, acoustic fencing.

**Policy Guideline – Non residential uses**

When considering an application for any of the uses listed below, Council will be guided by the following provisions:

**Child Care Centres:**

- Larger child minding centres in excess of 40 children should be located along major roads.
- Car parking for child minding centres should be provided at the rate of one space per staff member with a drive through drop-off bay for at least three vehicles and one space per 10 children.
- A 2m wide landscape strip along the street frontage should be provided.

**Medical Centres/Veterinary Clinics**

- The location of the centre should be on a through road and adjacent to other community based uses.
- Car parking should be provided at the rate of five spaces per practitioner operating from the premises at any one time.



- The hours of operation should be 8.00am to 9.00pm Monday to Saturday and 9.00am to 1.00pm Sunday.
- A 2m wide landscape strip along the street frontage should be provided.

**Display Homes**

- Display homes should primarily be located in areas experiencing new residential and building activity.
- Display homes in established residential areas are discouraged.
- Display homes are encouraged to locate together in residential estates forming a display home centre.
- Display homes should be located on main or collector roads with corner locations preferred.
- The establishment of individual display homes should not isolate private residential dwellings.
- The site on which a display home is located should be of sufficient size to provide adequate car parking, pedestrian access, and landscaping.
- Display homes should be adequately landscaped so that they do not detract from the surrounding residential environment and streetscape.
- Traffic generated by display homes should not be detrimental to the existing or proposed road network and traffic movements in the area.
- A variety in housing type and style, including dual occupancy and multi unit developments, is encouraged.
- Display homes that adopt energy efficiency principles are encouraged.
- Consistency of signage is encouraged within display home centres.
- Signage is encouraged to be sympathetic to the surrounding area.

**21.04-6**

**STRATEGIC WORK PROGRAM**

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*Undertaking further strategic work - Settlement*

- Review the Recreation and Open Space Strategy.
- Prepare Development Contributions Plans for community infrastructure in growth corridors.
- Prepare a Residential Land Supply and Housing Strategy.
- Prepare a land use strategy for Tatura.
- Prepare Development Contributions Plans for all growth areas.
- Prepare Development Plans (DPs) for the residential corridors for Shepparton/Mooroopna, and proposed development areas at Tatura.
- Devise landscaping themes throughout the municipality to create a unified identity whilst retaining individual township character.
- Review the Shepparton Urban Design Framework to prepare urban design guidelines and directions for other areas that are not included in the "Urban Design Framework – Shepparton North and South Business Areas".
- Prepare Urban Design Frameworks for the land:
  - opposite Victoria Park Lake.
  - bounded by Rowe, Maude and Sobraon Streets.
  - on Wyndham Street between Guthrie and Longstaff Streets.

- zoned Business 4 (B4Z) on Melbourne Road including the former Drive-in site.
- on Wyndham Street between Knight Street and Balaclava Road.



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## ENVIRONMENT

21.05-1

### NATURAL ENVIRONMENT AND BIODIVERSITY

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Key biodiversity issues in Greater Shepparton are associated with native vegetation and with the myriad of river, floodplain and wetland systems.

The natural landscape of the municipality and wider region has been modified significantly as a result of pastoral activities and more recently through extensive irrigation activities. As a result, areas of remnant native vegetation are now primarily limited to waterways, road reserves and corridors. These corridors (as well as native vegetation stands on private property) provide important habitat links for flora and fauna and for the fostering of biodiversity.

The development of vast areas for irrigated agricultural activities has resulted in high water tables and salinity which have affected the productivity of the land, local bio-systems and in some instances the ultimate viability of some agricultural enterprises.

The *Goulburn Broken Catchment Management Strategy* provides the blueprint for integrated natural resource management across the municipality (and the wider region) and in part forms the regional component of the state's Biodiversity Strategy. In essence, the strategy seeks to maintain and enhance biodiversity of native flora and fauna communities and protect the region's natural resource base through the management of key threats.

The Regional Rural Land Use Strategy (RRLUS - 2008) notes that:

- Native vegetation is required to be preserved to maintain biodiversity and manage water tables.
- Floodplains and flood events are required to flush waterways and enhance water quality.
- Fauna is required to maintain biodiversity and manage pest plants and animals.

The RRLUS also notes that presently, the application of environmental controls in the region varies with a limited use of available overlays, specifically to manage significant vegetation, landscape and habitat. The application of appropriate zones, overlays and consideration of Biodiversity Action Planning processes being completed by Catchment Management Authorities are acknowledged as critical to decision making.

The RRLUS identifies land of high conservation value south and west of Murchison and around the Dookie Hills and recommends the application of the Rural Conservation Zone to the land. This will be addressed through further strategic work to determine the appropriate zone or overlay to achieve the conservations outcomes envisioned in the strategy.

#### *Objectives - Natural Environment & Biodiversity*

- To maintain and enhance biodiversity of native flora and fauna communities
- To protect and manage the natural resources of water, air and land.
- To identify natural landscape features which are to be protected and managed.

#### *Strategies - Natural Environment & Biodiversity*

- Protect remnant areas of native vegetation, streamlines, wetlands and other environmentally sensitive features.
- Ensure appropriate identification of native vegetation on land to be developed or subdivided.

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### FLOODPLAIN AND DRAINAGE MANAGEMENT

The catchments of the various rivers and streams within the municipality include areas of flood prone land, where flooding has historically caused substantial damage to the natural and built environment. Floods are naturally occurring events and the inherent functions of the floodplains to convey and store floodwater should be recognised and preserved to minimise the deterioration of environmental values, the long term flood risk to floodplain production, assets and communities.

Flooding imposes substantial costs on individuals and the community. While significant costs are incurred by direct damage to public and private property, indirect costs to the community such as loss of productivity, displacement of residents, closure of roads, trauma and ill health are also significant. Notwithstanding these significant impacts, natural flooding of floodplains and their associated wetlands provide essential breeding habitats for bird and aquatic species, and promotes the health of rivers and floodplains.

Sound floodplain management is the means by which the economic, social and environmental risks associated with floodplain use and development can be minimised. This level of management is provided by six "local floodplain development plans (LFDP)" incorporated into the scheme at Clause 81.

***Objectives - Floodplain and Drainage Management***

- To recognise the constraints of the floodplain on the use and development of land.

***Strategies - Floodplain Management***

- Discourage development and subdivision on land subject to flooding.
- Ensure that all new development maintains the free passage and temporary storage of floodwater, minimises flood damage is compatible with flood hazard and local drainage conditions, and minimises soil erosion, sedimentation and silting.
- Prevent tree removal to minimise loss of riparian vegetation as a result of development on the floodplain.

**21.05-3**

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**BEST PRACTICE LAND MANAGEMENT**

Decades of open pasture farming and irrigated agriculture has also changed the natural hydrological balance. Drainage management attempts to reduce the direct costs in terms of loss of stock and damage to property, and the indirect costs of reduced productivity, road rebuilding, and inconvenience. The key issue relating to drainage management is the provision of efficient drainage of land without causing other environmental impacts.

Land use and development should be based on land capability and suitability and be mindful of potential impact of external factors such as reconfiguration of irrigation delivery and drainage infrastructure arising from irrigation water reforms. As such, Council encourages the preparation of whole farm plans to assist farming enterprises to reduce downstream impacts of nutrients on water quality, protection of natural ecosystems, reduce water logging and salinity and sustain viable farming enterprises.

It is noted that Council joined the *Cities for Climate Protection Program* in 2000 and has committed to evaluate and set targets for greenhouse gas emissions for council and community activities, promote energy efficient subdivision and house design, promote municipal domestic wastewater management and provide corresponding incentives and programs. Council is evaluating and planning for appropriate water saving measures relating to its own water use.

***Objectives - Best Practice Land Management***

- To provide a supply of high quality water for urban and agricultural use.
- To minimise the degree of salinity through an integrated regional surface water management program.
- To reduce greenhouse gas emissions.
- To direct development according to identified land capability and suitability.

- To recognise the threat posed to surface water and groundwater quality by non-reticulated domestic wastewater systems.

***Strategies - Best Practice Land Management***

- Promote energy efficient and sustainable built form and development.
- Ensure all new developments have adequate reticulated services or effluent disposal systems to protect watercourses and water quality.
- Support innovative methods of effluent disposal such as composting.
- Encourage the development of surface water management systems with run-off into natural systems or into reuse storage for irrigation
- Encourage ecologically sustainable development principles and technologies.
- Assist carbon emission reduction.
- Promote the use of appropriate water saving measures.

**21.05-4 CULTURAL HERITAGE**

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Council wants to ensure that the pre settlement and post settlement cultural heritage of the municipality is preserved for future generations. Council acknowledges the traditional custodians of the land which now comprises Greater Shepparton, whose descendants have a long ancestral history in the area. A number of potential sites of cultural significance have been recognised. However more detailed investigation is needed to ascertain the importance of sites.

***Objectives - Cultural Heritage***

- To identify, conserve and protect sites of cultural heritage significance.

***Strategies - Cultural Heritage***

- Assess applications within the Heritage Overlay in accordance with State Government heritage policy guidelines.
- Consider the Heritage Study when assessing proposals for redevelopment of heritage sites or infill development in areas of identified heritage significance.
- Identify places of Aboriginal cultural heritage.
- Protect heritage buildings and sites so that heritage significance is not diminished or irreversibly damaged through proposed use or development.
- Encourage the retention, adaptation and renovation of significant historic buildings and works, gardens and other areas as a viable alternative to demolition.
- Ensure that any alteration or addition to identified heritage buildings and areas, or redevelopment on adjacent land, is in keeping with an identified streetscape or neighbourhood character and appearance.
- Ensure that new development and the construction of external alterations to buildings make a positive contribution to the built form and amenity of the area and are respectful of the architectural or historic character and appearance of the streetscape and the area.

**21.05-5 STRATEGIC WORK PROGRAM**

23/07/2009  
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***Undertaking further strategic work - Environment***

- Prepare an Environmental Strategy incorporating Local Biodiversity Action Plans.
- Apply the Wildfire Management Overlay after consultation with the CFA.
- Undertake floodplain management studies for the smaller rural townships and villages.

- Prepare an integrated effluent disposal strategy in conjunction with relevant agencies.
- Prepare a Municipal Domestic Wastewater Management Strategy.
- Update the Economic Development strategy.
- Prepare heritage design guidelines for the assessment of development applications of significant buildings and sites.
- Continue further investigation of places identified in the Heritage Study.
- Review the RRLUS recommendation in relation to the protection of land with high conservation values to the south and west of Murchison and in the Dookie Hills area to determine the best Zone or Overlay to achieve the conservation outcomes.

## 21.06 ECONOMIC DEVELOPMENT

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### 21.06-1 Agriculture

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Irrigated primary production and the processing of that product underpin the municipality and the Region's economy. The level of production is nationally important and the region is responsible for significant parts of the nation's milk production, deciduous canned fruit production, stone fruit crop and tomato processing production.

The region's workforce is heavily dependent on the agricultural sector with many people directly involved in agricultural production on farms, and an estimated similar number involved directly and indirectly in the processing and transport of that product. In both irrigation and dryland production the drivers of future successful agribusinesses, regardless of the scale of enterprise, are likely to be:

- Continuing current trends for significantly increased scale of production which is achieved by expanding the land area of production and/or by increasing the intensity of the production system.
- A shift to individual management of their own business risks such as consolidation into contiguous properties to manage all their own water supply.
- Agribusinesses that seek to minimize the number of neighbours.
- Agribusinesses that expand into land that is priced competitively because it is used for agriculture rather than having inflated land values because it has been subdivided for hobby farms.

It is increasingly evident that prospective agricultural investment is jeopardized, deterred, or completely lost by land uses and developments that have the potential to compromise the scale and location of such investment. In particular, agricultural investment is far less likely where land is already fragmented in ownership with housing dispersed throughout.

A Regional Rural Land Use Strategy 2008 (RRLUS) has been adopted by Moira Shire Council, the City of Greater Shepparton and the Shire of Campaspe. This strategy identifies new categories of farming areas in the municipalities and recommends different subdivision and minimum lot size provisions for dwellings for each category. The three categories are as follows.

**Growth areas** being areas for growth and expansion of existing farm businesses and for new investment. Growth areas include those areas that have been retained in larger properties and provide the opportunity for large scale, stand alone new agricultural development as well as for consolidation of existing farm properties wishing to grow. The RRLUS seeks to discourage the establishment of new dwellings and where possible encourage farm tenements and property boundaries to consolidate and enlarge in line with the trends in agriculture associated with productivity and viability. The minimum subdivision size in these areas has been set at 60ha and a dwelling needs a planning permit on all land less than 80ha in area.

**Consolidation areas** being areas that support existing farm businesses to operate and expand. Consolidation areas typically include land with good soils and includes many of the former closer settlement areas, but their lot sizes are no longer reflective of current farm sizes. Consolidation areas are considered to provide opportunities for development of growing agricultural enterprises that can, over time, expand and consolidate through a process of property restructure. In this regard 'consolidation' includes the consolidation of land or the consolidation of farming enterprises through acquisition of non-contiguous land to increase farm size. The development of additional dwellings threatens expanding agricultural enterprises and accordingly, new dwellings within these areas are discouraged. The use of re-subdivision and excisions within consolidation areas will be considered in



recognition that the excision of a dwelling from a farm can provide businesses an opportunity to consolidate property holdings based on the value of land for agriculture. The minimum subdivision size in these areas has also been set at 60ha and a dwelling needs a planning permit on all land less than 80ha in area.

**Niche areas** being those areas with productive potential based on existing lot configuration and opportunities for smaller scale and specialized agriculture. Niche areas include those rural areas with productive potential due to soil type, property size or water access. The opportunity for properties within these areas to expand in response to general market trends is limited however due to land value and existing development as most lots are smaller with dwellings. Niche areas are productive farming areas and not rural living areas. Niche areas may involve activities such as spraying and frost fans etc. New dwellings within the niche area can be considered where associated with farm business activity. Given the existing size and lot configuration, it is envisaged that subdivision would rarely be required. The minimum subdivision size in these areas has been set at 40ha and a dwelling needs a planning permit on all land less than 40ha in area.

The RRLUS also discusses the conflict which arises when the expectations of the farmer and the rural lifestyle resident differ. It is acknowledged that direction is required to ensure that unplanned rural living is not displacing agriculture or preventing flexibility for farm businesses. In particular, existing minimum lot requirements that allow 'as of right' dwellings within the Farming Zone have been reviewed.

Important principles that have been applied in the rural areas are:

- the minimum subdivision size is always to be less or equal to the minimum dwelling size in order to avoid expectations and perceptions that there will be an automatic entitlement to erect a dwelling on all newly created lots in the Farming Zone. (Panel Rec 22)
- small lot subdivisions should not create any additional entitlements for a dwelling nor should they create an opportunity for a dwelling without a planning permit.(Panel Rec. 6)

***Objectives - Agriculture***

- To ensure that agriculture is and remains the major economic driver in the region.
- To facilitate growth of existing farm businesses.
- To facilitate growth of new agricultural investment.
- To provide for small scale, specialized agriculture.

***Strategies - Agriculture***

- Identify 'growth', 'consolidation' and 'niche' areas in the Farming Zone.
- Encourage growth and expansion of existing farm businesses and new investment in 'growth' and 'consolidation' areas.
- Encourage opportunities for smaller scale, specialized agriculture in 'niche' areas.
- Discourage land uses and development in the Farming 1 Zone that would compromise the future agricultural use of the land, including farm related tourism.
- Encourage tourism in the Farming 2 Zone that is carefully managed to prevent conflict and impact on agricultural operations.
- Encourage value adding and new enterprises for agricultural production.
- Encourage the preparation of Whole Farm Plans for on farm earthworks.
- Discourage non-agricultural uses on rural land other than rural based industry.

- Discourage non-agricultural development in rural areas except where development is dependent on a rural location, and cannot be accommodated within existing industrial or business zoned land.
- Discourage non-agricultural development along major roads in rural areas especially at the fringe of existing urban areas when it may contribute to ribbon development.
- Buildings for non-agricultural purposes in rural areas should be set back a minimum of 100 metres from any road, be constructed in muted coloured 'colorbond' materials or similar and screened from any road by dense tree and shrub planting.
- Signs for industrial and commercial development in rural areas will be strictly limited in size and number.

**21.06-2 Subdivision In Rural Areas**

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Farm holdings in the area are becoming larger. Rural house lot excisions continue to pose a threat to the long term viability of the agricultural sector by reducing the size of farms and by causing friction between the expectations of farmers and residents.

The planning scheme provides for a range of subdivision sizes based on the outcomes of the Regional Rural Land Use Strategy. Subdivision of rural land at a density greater than these minimums, especially for personal and financial reasons; or to create lots for "rural lifestyle" purposes, could jeopardise the economic future of the region.

The only circumstance in which Council will contemplate a small lot subdivision is if it leads to the consolidation of rural landholdings so as to promote the viability of agriculture. This is an increasingly important issue in the municipality since the deregulation of the dairy industry. Council wishes to facilitate farm consolidation so as to assist with (among other things) the rationalisation of a sustainable dairy industry. It is acknowledged that in some circumstances, small lot subdivision can assist the process of consolidation as it enables the farming land to be priced at its agricultural value rather than have it distorted by its housing value. While small lot subdivisions are discouraged in the municipality, they will be considered on a case by case basis if the outcome is farm consolidation.

Small lot subdivisions should not create any additional entitlements for a dwelling nor should they create an opportunity for a dwelling without a planning permit.(Panel Rec. 6)  
**(This might be repetitive)**

The RRLUS identified new categories of Farming Zone and has included objectives and policies for each with respect to rural subdivision.

***Objectives - Subdivision in rural areas***

- To limit the further fragmentation of rural land by subdivision;
- To ensure that lots resulting from subdivision are of a sufficient size to be of benefit to agricultural production;
- To encourage the consolidation of rural lots;
- To provide for the incremental growth of farming enterprises;
- To discourage "small lot" subdivision unless the balance lot is at least the minimum lot size and is of a size sufficient to support a viable agricultural enterprise.
- To ensure that small lot subdivisions do not prejudice surrounding agricultural activities.
- To ensure that small lots have access to adequate infrastructure including access to all weather roads.
- To prevent small lot subdivision to meet personal and financial circumstances or to create lots for 'rural lifestyle' purposes.
- To prevent the creation of irregular shaped lots.

- To prevent “serial” small lot subdivisions from the one lot.

*Strategies - Subdivision in rural areas*

- Discourage small lot subdivisions except where:
  - restructure is an outcome; and
  - no new opportunities for additional houses below the minimum specified in the schedule to the Farming Zone; and
  - the impact on neighbours and existing or potential agricultural use of nearby land is minimised
- Discourage small lot subdivision, except where the proposal assists in the use, sale, reduction in number of lots, transfer or preservation of the land for agricultural purposes.

*Policy Guideline - Small lot subdivision*

- When considering an application for a small lot subdivision of a lot containing a dwelling or the re-subdivision of existing lots:
  - the lot containing the dwelling is to be no greater than 2ha in area unless there is a need for a larger parcel to take account of natural or public infrastructure features;
  - the “balance” lot is of an area that complies with the minimum lot size for the zone;
  - the existing dwelling must be habitable; and
  - the dwelling must have existing use rights pursuant to Clause 63.
- the approval is conditional upon the applicant entering into an agreement under Section 173 of the Act which prevents:
  - the construction of a dwelling on the ‘balance’ lot unless, when combined with other land, the area satisfies the minimum lot size for the construction of a dwelling in the zone; and
  - the further subdivision of any lot created other than in accordance with the minimum lot size for subdivision in the zone.
- Applications for a **re-subdivision** to realign lot boundaries will be discouraged if they:
  - rely on freehold land which was previously a road reserve, channel, utility lot, crown land or similar; and
  - create a dwelling opportunity where none previously existed.

Applications for a **re-subdivision** to realign lot boundaries will only be permitted for the purpose of making minor adjustments including to take account of topographical or public infrastructure features.

**21.06-3 Dwellings in Rural Areas**

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While it is acknowledged that a dwelling will often be needed to properly farm land, these must be limited to those that genuinely relate to agricultural production. The number of

dwelling that a farm can economically sustain relates to its rural land capability, the labour needs of the farming practice, the intensity of the farm activity and the volume of rural output. Development of houses at a density greater than is required for the rural use of land can give rise to conflicts with legitimate farming practices. Isolated dwellings in the rural areas have the potential to disrupt agricultural activities and should not impinge on the appropriate use of farming land.

The RRLUS identified new categories of Farming Zone and has included objectives and policies for each with respect to rural dwellings.

**Objectives - Dwellings in rural areas**

- To discourage new dwellings unless it can be demonstrated that it is required for the agricultural use of the land.
- To ensure that new dwellings support rural activities and production and are not to meet lifestyle objectives which may conflict with the rural use of the land.
- To avoid potential amenity impacts between rural activities and dwellings in rural areas.

**Strategies - Dwellings in rural areas**

- Discourage the establishment of dwellings not associated with or required for the agricultural use of the land.
- Discourage dwellings on old and inappropriate lots where amenity may be negatively impacted by farming activities, or where dwellings may inhibit rural activities.
- Discourage dwellings which are proposed to meet personal or financial circumstances or to create dwellings for 'rural lifestyle' purposes.
- Discourage the clustering of new dwellings unless they do not limit the productive use and development of surrounding land.

**Policy Guidelines - Dwellings in rural areas**

When considering an application for a dwelling in the Farming Zone 1 (FZ1) and Farming Zone 2 (FZ2), Council will be guided by the following provisions:

- the dwelling is required for the operation of the rural use of the land;
- the agricultural use must have been established on the land prior to the construction of a dwelling (or an Integrated Land Management Plan under Clause 35.07-6 must be in place);
- the dwelling lot must be at least 2ha in area;
- the dwelling lot must have been created after 1st January 1960;
- the construction of new dwellings is discouraged on any land that is not suitable for the on-site disposal of septic tank effluent;
- the construction of new dwellings is discouraged on any land with a water table within one metre of the surface when waste water is to be treated and retained on site;
- the approval is conditional upon the applicant entering into an agreement under section 173 of the Act to:
  - ensure that the dwelling is used in conjunction with agricultural production; and
  - prevent the subdivision of the lot containing the dwelling where the proposed lot size is less than the minimum lot size for subdivision specified in the zone; and
  - acknowledge the impacts of nearby agricultural activities.
- a second dwelling is discouraged unless it is demonstrated that it is necessary to support a viable agricultural enterprise;

- the second dwelling cannot be occupied until the agricultural use with which it is associated has commenced; and
- any approval for a second dwelling (including a caretaker's house, a manager's house or a dwelling for agricultural workers) will be subject to an agreement under Section 173 of the Act prohibiting the subdivision of the land around the dwelling.

When considering an application for a dwelling, and in addition to the decision guidelines in the zone, the responsible authority will consider the following matters:

- The relationship between the proposed dwelling and the agricultural activity on the land.
- Evidence including an Integrated Land Management Plan under Clause 35.07-6 (or similar) addressing the relationship between agricultural activities on the land and the proposed dwelling.
- The agricultural productive capacity or the agricultural potential of the land.
- The nature of the existing agricultural infrastructure and activity on the land and any new proposed agricultural infrastructure and activity at the land.
- The nature of the agricultural activities on the land and whether they require permanent and continuous care, supervision or security.
- The proposed siting of the dwelling and whether it minimises impacts on existing and potential agricultural operations on nearby land.
- The lot size, context and physical characteristics of the land.
- Whether the dwelling will result in a rural living or rural residential outcome in the area.
- The planning history of the land.
- The potential for land to be consolidated with other land to enhance agricultural productivity.
- Whether the planning scheme identifies a 'non-agricultural' future for the land and the implications of development on future development options.

#### **21.06-4 Manufacturing and Freight**

The manufacturing sector is also an important component of the local economy and is closely linked to the agricultural sector through many national and international food processing and packaging companies. The strategic location of Shepparton and Mooroopna on the junction of the Midland Highway and Goulburn Valley Highways makes it an important freight collection and distribution centre, which contributes to the competitiveness of the agricultural and manufacturing base.

##### ***Objectives - Manufacturing and Freight***

- To sustain a growing and diverse industrial base.
- To protect the existing industrial base in the urban areas of Shepparton, Mooroopna and Tatura.

##### ***Strategies - Manufacturing and freight***

- Consolidate existing major industrial zones within the new urban growth boundaries.
- Identify industrial areas in logical areas adjacent to major transport routes, and separated from areas of environmental significance or high residential amenity.
- Support the expansion of the industrial base in appropriate locations, such as land to the north of Wanganui Road, bounded by the proposed Goulburn Valley Highway Bypass; and land north of Gemini Crescent as shown on the Industrial Framework Plan; and land in Lemnos.
- Promote and develop the Goulburn Valley Freight Logistic Centre (inland port).
- Protect existing industries and facilitate their expansion.

- Support new industries in established industrial zones, with access to infrastructure and constructed roads.
- Support food related industries and value adding opportunities.
- Encourage new value adding industries to locate in existing serviced industrial areas.
- Protect the supply of future industrial land from encroachment of non industrial uses.
- Allow limited light industry in the townships if it relates to local agricultural production and subject to servicing and environmental constraints.
- Encourage industrial developments that incorporate high quality architectural design elements, create visual interest and incorporate landscaping and/or urban art.
- Ensure that land within 10 metres of the frontage of an industrial site (other than land required for car parking and access) is developed for landscaping.

***Policy Guideline - Building setbacks***

- Buildings in an Industrial zone or in a Business 4 zone are encouraged to be set back 20 metres from a Road Zone Category 1 or 2.
- Buildings in an Industrial zone or a Business 4 zone are encouraged to be set back 12 metres from any other road.
- Buildings in an Industrial zone or a Business 4 zone are encouraged to be set back 6 metres from a side road.

**21.06-5**

**Commercial/Activity Centres**

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The city's commercial and retailing centres fulfil both local shopping and discretionary shopping needs, and provide services at the regional level. The Greater Shepparton 2030 Economic Development Report identified that based on the requirement for the average provision of 2.1 sqm per capita, there will be demand for 20,660 sqm of additional retail floor space by 2011, with another 40,570 sqm supported by the forecast population growth from 2011 to 2030. The report notes that no foreseeable demand exists in the long term for new major freestanding centres, other than in the north and south growth corridors, and for suitably accommodating bulky goods activities. The Activity Centre Hierarchy identified in the report can be described as:

- The Shepparton CBD is nominated as the Regional Centre.
- Shepparton Marketplace, Mooroopna CBD and Shepparton Plaza are designated Sub-Regional Centres.
- Shepparton south, Fairley's (Numurkah Rd), Tatura, BiLo Echuca Road (Mooroopna) are Neighbourhood / Townships Centres.
- Murchison, Merrigum, Dookie and local shops in Shepparton are Local / Town Centres.
- Benalla Road, Melbourne Road and Numurkah Rd have concentrations of Bulky Goods retailing.

Council is committed to limiting the development of free standing centres to specified locations in the municipality's urban growth corridors and in a number of limited locations which also meet the requirements of the dynamic retail sector (such as bulky goods retailing). A further neighbourhood shopping centre may be needed to serve the residents in the southern corridor and an additional convenience local shopping centre or mixed use precinct may be suitable for development on the aerodrome site, if the aerodrome is relocated and this location is redeveloped for residential purposes. Peripheral sales (bulky goods) uses are directed to existing highway locations. When the future population reaches critical mass, these peripheral sales outlets are likely to form thematic clusters, for example a homemakers centre, or trades supplies centre.

**Objectives - Commercial / Activity Centres**

- To have a hierarchy of viable activity centres.

**Strategies - Commercial/Activity Centres**

- Support a hierarchy of retail centres that promotes the primacy of the CBD as a multi-function centre complemented by local centres for convenience shopping.
- Provide for the continued growth of the Shepparton CBD as a multi-purpose retail, business, commercial, community, entertainment and tourism centre.
- Encourage the redevelopment of peripheral areas of the Shepparton CBD including expansion to Sobraon Street.
- Encourage cafes and restaurants in a dining and entertainment precinct in Fryers St.
- Consider the expansion of the Shepparton Marketplace subject to an Economic Impact Assessment but only if such expansion would not adversely impact on the relative role of this centre and the Shepparton CBD.
- Identify lower order neighbourhood retail and community centres to serve convenience needs of north Shepparton, Mooroopna and Kialla.
- Facilitate the expansion of the neighbourhood centre in the north at the Fairley's supermarket site subject to an Economic Impact Assessment.
- Establish a new neighbourhood centre at the former Drive-in site to service the southern growth corridor subject to an Economic Impact Assessment.
- Provide neighbourhood commercial and retail centres that are accessible to the local community, especially by public transport and bicycle, and that also have adequate car parking provisions.
- Encourage and promote the location of peripheral sales, bulky goods and restricted retail as shown on the Framework Plan.
- In the event of the re-location of the aerodrome within the next 20 years, and subject to an economic impact assessment, identify a potential neighbourhood centre in the southern growth corridors on the site of the existing aerodrome.
- Encourage shops to front the road, be built in line with other buildings, and have regard to the location of car parking, landscaping and pedestrian areas.
- Discourage uses such as display yards or service stations which disrupt pedestrian connections in shopping streets.
- Ensure residential uses do not occupy ground floor retail street frontages in commercial core areas, to prevent disruption to commercial activity.
- Consider the potential for a rezoning land in McLennan Street, Mooroopna, adjacent to the former Mooroopna Hospital to provide for development/uses which complement the proposed retirement complex.

**Policy Guideline - Building setbacks**

- Buildings in a Business 1 or 2 zone are encouraged to have a zero set back from any road unless otherwise specified in a schedule to the Design and Development Overlay.

**21.06-6**

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**Tourism**

Another important industry is tourism which contributes significantly to the region's economic output. The tourism industry is mainly focused on shopping for locally produced and manufactured products (particularly canned foodstuffs), the meetings and business events markets, and people visiting family and friends. Council recognises the importance of the tourism industry within the municipality. Accordingly, it is appropriate to encourage

the provision of facilities and services that generally support the ability to experience Greater Shepparton's natural and cultural recreational values, including the provision of short term and home hosted accommodation, host farms and similar facilities.

***Objectives - Tourism***

- To encourage the provision of tourism facilities and services including short term and home hosted accommodation, host farms and similar facilities

***Strategies - Tourism***

- Promote the unique tourism opportunities of the irrigated rural landscape and the food growing and processing industries.
- Encourage examples of landmark architecture for the Shepparton CBD.
- Encourage the integration of tourist and agricultural activities where there are no adverse impacts on the operation of rural industries.

**21.06-8 Strategic Work Program**

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***Undertaking further strategic work – Economic Development***

- Update the Economic Development Strategy, incorporating an Industrial Land and supply analysis (including Tatura and Lemnos); a review of the Tourism Strategy; and trends in the agribusiness sector.
- Prepare Urban Design guidelines for development and signage of visitor services, particularly future highway service precincts at the access points to the Bypass.
- Investigate a future long term industrial area on the northern side of Wanganui Road bounded by the bypass to the north.
- Undertake a Rural Living review.





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**GENERAL IMPLEMENTATION****Applying Zones and Overlays - Settlement**

- Apply the Residential 1 Zone to established residential areas.
- Apply the Residential 1 Zone to residential land in growth corridors.
- Apply the Farming Zone to the 'growth' and 'consolidation' areas (FZ1); and 'niche' (FZ2) areas in accordance with the Rural Regional Land Use Strategy (RRLUS).
- Apply the Low Density Residential Zone and the Rural Living Zone to rural residential areas as nominated on the structure plans or identified in a comprehensive Residential Land Supply and Housing Strategy.
- Apply the Farming Zone to proposed long term urban growth areas.
- Apply the Development Plan Overlay to the growth areas to ensure co-ordinated development.
- Apply the Design and Development Overlays (Schedules DDO3, DDO4, DDO5, DDO6, and DDO7) to the five designated precincts in the "Urban Design Framework – Shepparton North and South Business Areas" to provide design guidelines and directions for the future developments in the precincts.
- Apply the Environmental Audit Overlay to guide the transformation of former intensive agricultural land to residential.
- Apply Development Plan Overlays for areas of new growth to guide road design and access and to guide preparation of Stormwater Management Plan.
- Apply the Development Contributions Plan Overlay to new growth areas to ensure that new physical and social infrastructure is adequately funded in a timely manner.

**Applying Zones and Overlays - Environment**

- Apply the Public Use Zones, PPRZ and PCRZ to public land and open space areas containing significant flora and fauna habitats.
- Apply the Significant Landscape Overlay to areas with significant landscapes.
- Apply the Vegetation Protection Overlay over roadsides and lineal reserves containing significant vegetation.
- Apply the Environmental Significance Overlay over waterways, wetlands and other areas of identified significance including Ramsar wetlands.
- Apply the Heritage Overlay to sites and areas of cultural heritage significance.
- Use the Schedule to the Farming Zone to require the preparation of Whole Farm Plans.
- Apply the Urban Floodway Zone to active floodplain areas with high hazards and strictly control use.
- Apply the Floodway Overlay to land that has significant risk of flooding in active floodplain areas with high hazards.
- Apply the Land Subject to Inundation Overlay to both urban and rural land subject to 1 in 100 year flooding.
- Apply the Special Building Overlay to land in urban areas that are subject to flows from urban drainage systems.
- Apply the Salinity Management Overlay to recharge areas.

### **Applying Zones and Overlays – Economic Development**

- Apply the Farming Zone to the ‘growth’ and ‘consolidation’ areas (FZ1); and ‘niche’ (FZ2) areas in accordance with the Rural Regional Land Use Strategy (RRLUS).
- Apply the Business 1 Zone to the primary retailing centres.
- Use the Schedule to the Business 1 Zone to identify floor space limits for the expansion of the Shepparton Marketplace shopping centres and future neighbourhood.
- Apply the Businesses 2 Zone to the office and business areas around the central CBD of Shepparton.
- Apply an appropriate zone to areas within the Shepparton and Mooroopna CBDs to encourage a mix of urban activities.
- Apply the Special Use Zone to the Goulburn Valley Freight Logistics centre.
- Apply the Industrial Zone to established industrial areas.
- Apply the Farming Zone on land designated for long term industrial use.
- Apply Design and Development Overlays to main roads and precincts within Shepparton/Mooroopna CBD to improve urban design, landscaping and to control advertising.
- Apply the Development Plan Overlay or similar tool to provide for protection and future growth of existing large-scale industries in Tatura.

### **Applying Zones and Overlays - Infrastructure**

- Apply the Road Zone Category 1 to the declared Main road network.
- Apply the Public Acquisition Overlay to land to be acquired for the bypass and for road widening purposes.
- Apply the Public Use Zone to the current site of the Shepparton Aerodrome.
- Apply Development Plan Overlays for areas of new growth to guide road design and access and to guide preparation of Stormwater Management Plan.
- Apply the Development Contributions Plan Overlay to new growth areas to ensure infrastructure is adequately funded in a timely manner.
- Apply the Environmental Significance Overlay to identify the required buffer distances around all the Goulburn Valley Water wastewater management facilities to ensure their protection from the encroachment of unsuitable uses.

21.09

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**SCHEDULE ONE TO THE FARMING ZONE**

Shown on the planning scheme map as **FZ1**

	<b>Land</b>	<b>Area/Dimensions/Distance</b>
Minimum subdivision area (hectares).	Land as delineated FZ1 on the map forming part of this schedule	60 hectares
Minimum area for which no permit is required to use land for a dwelling (hectares).	Land as delineated FZ1 on the map forming part of this schedule	80 hectares
Maximum area for which no permit is required to use land for timber production (hectares).	None specified	None Specified
Minimum area for which no permit is required to alter or extend an existing dwelling (square metres).	All land	100 square metres
Minimum area for which no permit is required to alter or extend an existing building used for agriculture (square metres).	All land	100 square metres
Minimum setback from a road (metres).	A Road Zone Category 1 or land in a Public Acquisition Overlay to be acquired for a road, Category 1	100 metres
	A Road Zone Category 2 or land in a Public Acquisition Overlay to be acquired for a road, Category 2	40 metres
	Any other road	20 metres
Minimum setback from a boundary (metres).	Any other boundary	5 metres
Minimum setback from a dwelling not in the same ownership (metres).	All land	100 metres



Permit requirement for earthworks	Land
Earthworks which change the rate of flow or the discharge point of water across a property boundary.	All land except for that which an approval or an exemption has been made or granted under the 'Earthworks Controls in the Shire of Campaspe, City of Greater Shepparton and Moira Shire – August 2010' incorporated at Clause 81.
Earthworks which increase the discharge of saline groundwater.	All land except for that which an approval or an exemption has been made or granted under the 'Earthworks Controls in the Shire of Campaspe, City of Greater Shepparton and Moira Shire – August 2010' incorporated at Clause 81.

**SCHEDULE TWO TO THE FARMING ZONE**

Shown on the planning scheme map as FZ2

	Land	Area/Dimensions/Distance
Minimum subdivision area (hectares).	Land as delineated FZ2 on the map forming part of this schedule	40 hectares
Minimum area for which no permit is required to use land for a dwelling (hectares).	Land as delineated FZ2 on the map forming part of this schedule	40 hectares
Maximum area for which no permit is required to use land for timber production (hectares).	None specified	None Specified
Minimum area for which no permit is required to alter or extend an existing dwelling (square metres).	All land	100 square metres
Minimum area for which no permit is required to alter or extend an existing building used for agriculture (square metres).	All land	100 square metres
Minimum setback from a road (metres).	A Road Zone Category 1 or land in a Public Acquisition Overlay to be acquired for a road, Category 1	100 metres
	A Road Zone Category 2 or land in a Public Acquisition Overlay to be acquired for a road, Category 2	40 metres
	Any other road	20 metres
Minimum setback from a boundary (metres).	Any other boundary	5 metres
Minimum setback from a dwelling not in the same ownership (metres).	All land	100 metres

Permit requirement for earthworks	Land
Earthworks which change the rate of flow or the discharge point of water across a property boundary.	All land except for that which an approval or an exemption has been made or granted under the 'Earthworks Controls in the Shire of Campaspe, City of Greater Shepparton and Moira Shire – August 2010' incorporated at Clause 81.
Earthworks which increase the discharge of saline groundwater.	All land except for that which an approval or an exemption has been made or granted under the 'Earthworks Controls in the Shire of Campaspe, City of Greater Shepparton and Moira Shire – August 2010' incorporated at Clause 81.

## Community Matching Grants Scheme

Greater Shepparton City Council is pleased to offer funding for projects and events which build or strengthen Greater Shepparton Communities through its Community Matching Grant Scheme. The Community Matching Grant Scheme will support the development and implementation of community activities and projects, and is part of Council's Community Development Framework. The intention of the funding is to facilitate projects which achieve some or all of the following objectives:

- Build new social connections and partnerships within communities, or reinforce those that already exist
- Allow participation in a community activity, at all stages of the project from planning to completion
- Enable community members to acquire or develop a new skill
- Create, renew or revitalise places and spaces within the community

Funded projects must be able to demonstrate that they have wide community support, and, where appropriate, are sustainable following Council's funding.

In 2011/12, a total of \$50,000 will be available to support small one-off projects identified and delivered by the community. Grants generally will be made up to \$2,500, but larger amounts may be considered with Council's approval prior to making an application. Funding may be used to conduct events such as a celebrations or social gatherings, artistic or cultural projects, projects which address an environmental needs or community building projects such as creating or rejuvenating a community asset. Funding is not available for ongoing expenses or for projects which have already commenced.

**Applications are due at 5pm on Monday April 23, 2012. Applications may be hand delivered to Council's Offices at 90 Welsford Street, or can be mailed to: Matching Grants, Greater Shepparton City Council, Locked Bag 1000, Shepparton 3632. (Posted applications must be postmarked on or before the closing date).**

Please carefully read the information below to ensure you complete the application process completely. For more information on any aspect of the scheme, or if you encounter any problems with your application, please contact Council's Community Development Officers on 5832 9478.

1. **Eligibility:** Applications may be made by a residents' group which specifically forms to carry out the project, or can be made by not-for-profit community, arts, cultural or sporting groups which already exist and whose principal activities are conducted within the Greater Shepparton area. Where an application is made by a residents' group, or the group applying for the grant is not an Incorporated Association, the applicants will need to nominate another incorporated not-for-profit Community Group, Organisation or Club which is willing to manage the grant funds (or "auspice the grant") on their behalf, or Council may be able to act in this role. If your group is considering making an application as an unincorporated body, then

it is a good idea to contact Council prior to making your application. Applications will not be accepted from or on behalf of individuals.

2. **Matched funding:** Through the Community Matching Grants Scheme, Council wishes to assist groups who are also willing to share the cost of the project with Council. That is, grants will only be made under the Community Matching Grants Scheme if they add to a contribution being made to the project by the applicants. The applicants' contribution can either be financial, or "in-kind". An in-kind contribution is part of the project that would normally be paid for but is given to the project at no cost. For example, if a business lets you use their photocopier for free, you can include how much it would have cost to have copying done elsewhere as an in-kind contribution; or if you have volunteers working on your project their contribution to the project can be included at a value of \$25 for each hour they work. Council wishes to be as flexible as possible regarding matching funding so there are no concrete rules about the size of the matching contribution. As a guide, however Council anticipates that the group applying will contribute around half of the total project cost, with no more than half of the applicant's contribution being in-kind. The ability to provide financial and in-kind support to a project by the applicants will be taken into account during the review process to ensure a fair distribution of grant funds.
3. **Budget:** The budget provided with your application should include details on all income (all sources of funding which will be used to deliver the project) and expenditure (all costs for the project) involved in the project. Income and expenditure must be equal. The budget should include details of the cash contribution the applicant is making to the total costs of the project. It is also necessary to detail the in-kind contributions, if any, that will be made to the project in the budget section. Quite often, applicants find the budget can be the one of the most difficult part of the application. If you have any queries about the budget, please do not hesitate to contact Council. A sample budget is provided on page 3.
4. **Assessment:** Your application will be assessed by a panel of Council staff, with broad representation from across Council departments. We aim to notify you of the outcome of your application by the end of June 2012. In some cases, the assessment panel may consider your application as more suited to one of Council's other grant programs, and will forward your application for consideration under that scheme. If your application is considered by another funding program, Council will contact you to let you know, and may ask for additional information.
5. **Approvals:** In some cases, approvals to carry out the proposed project may be required from external organisations. For example, approval may be required from various Victorian Government Departments if the project is to take place on Crown Land, or on a roadside reserve. Similarly, approvals may also be required from Council to carry out a project on Council owned land. In these cases, applicants can elect to either obtain approvals prior to submitting their application, or may wait until funding is granted to seek approvals. Applicants should note that although funding may be secured, this does not necessarily constitute approval to start the project. Funds will not be released to the applicant until the necessary approvals have been obtained from relevant Government or Council areas. If your project is deemed to require external approvals, your offer of funding will be made conditional to your obtaining regulatory approvals. Council officers can assist applicants with the process of gaining approvals either before submission of an application, or following granting of funds.
6. **Acquittal:** Acquitting your project is the process of reporting back to Council how the project was carried out and what was the final result. This process is important because it enables Council to continuously

evaluate the success of the Community Matching Grants Scheme and helps planning for future years. In your acquittal, you should include the things that went well as things that did not go according to plan. It's also important to record all details about how the grant received was spent. A group which fails to submit their acquittal documents on time is ineligible to apply for funding under any future rounds of the Community Grant schemes for three months after they submit their acquittal documents.

Greater Shepparton City Council warmly welcomes your application for funding from the Community Grants Scheme, and wishes you best of luck with your application.



## Community Matching Grant Application

### 1. Your group

Name of Group

Contact Person

Position within Group

Address

Telephone number

Fax number

Email address

Please briefly describe your group. How long has it been established? How many members are in your group? What sort of activities is your group involved in?

Has your group previously received funding from Greater Shepparton City Council?

No

Yes - please complete the following for your most recent funding:

Year received

Amount of Funding \$

Title of project



**Does your group have Public Liability Insurance?**

- No – please contact your Council representative BEFORE submitting your application
- Yes - please attach your certificate of currency to your application

**Is your group registered for GST?**

- No – please complete your budget with GST **included**
- Yes - please complete your budget with GST **excluded**
- Unsure - please contact your Council representative BEFORE submitting your application

**Does your group have an ABN?**

- No
- Yes - please provide your ABN

**Is your group an Incorporated Body?**

- Yes - please provide your incorporation number
- No – your grant will need an auspice body. Please contact your Council Representative for more information, or complete the following:

**Name of Auspicing Organisation**

**Authorised Person's Name**

**Position within Auspice Organisation**

**Auspice Organisation's Address**

**Telephone number**

**Fax number**

**Email address**

***Please note that if this application is being auspiced, the authorised person is also required to sign this application in section 4, acknowledging that their organisation has agreed to auspice this application.***

## **2. Your project**

**2.1 Project name**

**2.2 Anticipated commencement date for your project**

**2.3 Anticipated completion date for your project**

**2.4 Please describe what you will do in your project. What benefits will your project bring to the community? How will your project engage with all members of the community? You may attach plans, maps, drawings etc to this application. Please refer to each document you attach.**

**2.5 Who will be involved in the planning and running of your project? How have you ensured the project is supported by the community?**

**2.6 Who will be responsible for ongoing maintenance of any permanent infrastructure (eg, buildings or landscaping) once your project is complete?**

**2.7 How will you evaluate the success of your project?**

**2.8 Please describe who owns the land or building where your project will take place. If it is not the organisation making this application, you will need to include a letter from the land or building owner that they are aware of and approve the project taking place.**

**2.9 Are you aware of any approvals which are required to complete your project? Please comment on the status of any approvals required (eg, have discussed with relevant body, have approvals etc). *Please see section 5 of the introduction (page 2) for more information.***

### 3. Your budget.

If your group **IS REGISTERED FOR GST**, please **DO NOT INCLUDE GST** in your budget. If your group is **NOT REGISTERED FOR GST**, please **INCLUDE GST** in your budget. If you are unsure which applies to your group, please contact your Council representative prior to submitting your application.

Dollar amounts are GST INCLUSIVE

Dollar amounts are NOT GST INCLUSIVE

**3.1 Income** (List all the sources of cash support for your project. The total income in this section should equal the total expenditure in the next section)

Income	Amount
Greater Shepparton City Council Grant requested	
Funds from applicant	
<b>Total Income</b>	

**3.2 Expenditure** (List all details of items that you propose to spend your money on. Please include a copy of any formal quotes obtained by your group for your project)

Expenditure	Amount
<b>Total Expenditure</b>	

**3.3 In Kind Contributions** (please include details of any contributions to the project that you would normally pay for, but are being received at no cost to the project. If you have any volunteers working on the project, you can include their contribution valued at \$25 per hour for time devoted to the project.

In-kind contribution	Amount
<b>Total in-kind contributions</b>	

**3.4 Total Project Cost**

Total project Cost	Amount
Total Expenditure	
Total in-kind	
<b>Total Project Cost</b>	

#### 4. Declaration

I (insert name)

being a duly authorised representative of (insert group name)

wish to apply for funding for the project described in this application. I warrant that all the information provided in this application and attachments is true and correct and that we have complied with all statutory obligations and reporting requirements. The Greater Shepparton City Council is authorised to seek additional information it may require from our accountants or other institutions who are requested and hereby authorised to supply such information. I also agree to provide final acquittal reports as required.

Signed \_\_\_\_\_ Date \_\_\_\_\_

**If you require an auspice agency, please ask an authorised representative of your auspice agency to complete the following:**

I (insert name)

being a duly authorised representative of (insert organisation name)

confirm that my organisation agrees to auspice funding applied for in this application. The Greater Shepparton City Council is authorised to seek additional information it may require from our accountants or other institutions who are requested and hereby authorised to supply such information. I also agree to provide final acquittal reports as required.

Signed \_\_\_\_\_ Date \_\_\_\_\_

**2011/2012 BUDGET KEY STRATEGIC ACTIVITIES**

Key Strategic Activity	Performance Measure	Target Date	Status
<b>Settlement and Housing</b>			
<p>Revitalise and promote the Shepparton CBD as the region's premier retail entertainment destination</p>	<p>Continue to pursue the implementation of the CBD Strategy and focus on achieving short term actions as listed in the Council Plan</p>	<p>Jun-12</p>	<p>Through its Economic Development Branch and Shepparton Show Me special committee, the Council has introduced a number of initiatives to revitalise and promote the Shepparton CBD. These include:</p> <ul style="list-style-type: none"> <li>• Launched the “Step Up” campaign to encourage a focus on customer service</li> <li>• Coordinated and supported the Summer City Market</li> <li>• Conducted an Autumn Art Festival</li> <li>• Promoted local businesses through the “Shining a Light on Local Business” campaign</li> <li>• Promoted Shepparton as a regional shopping destination through the “Show Me the Money” campaign</li> <li>• Encouraged parents to bring their children to the CBD, through the “Kids in the City” promotion and “Erth Dinosaurs” shows</li> <li>• Free Parking Promotion</li> <li>• Initiated and supported free parking and two hour extended parking promotions in the CBD</li> <li>• Hosted Pop Up Art in vacant shops</li> <li>• Promoted extended trading initiatives including the provision of entertainment in the Mall to encourage Saturday trading</li> <li>• Secured funding and completed conceptual design for the redevelopment of Vaughan Street</li> </ul>



Key Strategic Activity	Performance Measure	Target Date	Status
Encourage innovative, appropriate, sustainable and affordable housing solutions	Implement recommendations from the Housing Strategy, which is scheduled to be endorsed by Council in May 2011	Jun-12	<p>The Greater Shepparton Housing Strategy was adopted by Council in 2009 and a Planning Amendment was prepared to incorporate the Strategy into the Planning Scheme. The Amendment was reviewed by an independent Planning Panel, which recommended that Council adopt the Amendment, subject to some changes. The revised Amendment and updated Housing Strategy were adopted by Council on 21 June 2011. The Amendment was forwarded to the Minister for Planning for final approval in August 2011, which has not yet been received.</p> <p>The Housing Strategy includes an Implementation Plan that outlines actions by Council to achieve the objectives of the Strategy. These actions are short-, medium- or long-term, and include investigations into potential future residential development, monitoring of residential supply and demand, supporting sustainable and affordable housing, and planning for other resident needs (such as open space, transport and community facilities). Actions may also involve input by State Government agencies / service providers, private service providers or developers. To date, only Action #8 has been completed, which was to establish a person or group responsible for implementing the Strategy. The majority of remaining actions are either ongoing actions that have been commenced or require significant investigation and investment of time and staff resources. Actions are being progressed by relevant sections of Council and are being coordinated by the Strategic and Community Planning team. A Housing Strategy Implementation Annual Report for 2011/12 is being prepared for presentation to Council in July 2012</p>

Key Strategic Activity	Performance Measure	Target Date	Status
<b>Community Life</b>			
Embrace and strengthen cultural harmony and diversity	Adopt a Safer City Strategy 2011-2014	Jun-12	The <i>Safer City Strategy 2011-2014</i> was formally adopted by Council in June 2011
Provide a safe and family friendly community	Commence implementation of the outcomes of the Community Safety Plan through the Community Safety Committee	Jun-12	<p>Key initiatives to support the outcomes of the Community Safety Plan completed during the 2011-2012 financial year include:</p> <ul style="list-style-type: none"> <li>• Securing funding for the development and installation of a CCTV safer city network within the CBD;</li> <li>• Establishment of the “Night Life” radio network;</li> <li>• Promotion of the “Get Home Safely” campaign;</li> <li>• Upgraded the lighting in the Stewart Street car park;</li> <li>• Implemented the “Safer City Taxi Rank” program, to upgrade taxi ranks in Fryers and Wyndham Streets;</li> <li>• Upgraded security at the Shepparton Youth Club Hall</li> <li>• Secured funding for the installation of a mural in the Monash Park Underpass</li> </ul> <p>The Community Safety Advisory Committee was formed in January 2012 to support community safety initiatives. The committee will support Council’s progression toward World Health Organisation accreditation for safer communities</p>
<b>Environment</b>			
Enhance the community’s use and appreciation of the Goulburn and Broken rivers	Implement recommendations from the RiverConnect Strategy, which is scheduled to be endorsed by Council in May 2011	Jun-12	<p>The RiverConnect Strategy was formally adopted by Council in May 2011. The following recommendations have been implemented:</p> <ul style="list-style-type: none"> <li>• RiverConnect Festival and launch of the Strategic Plan</li> <li>• Continuation of the Adopt –a-Reach and VCAL programs with schools</li> <li>• Continuation of guided spotlight tours</li> </ul>

Key Strategic Activity	Performance Measure	Target Date	Status
			<ul style="list-style-type: none"> <li>• In consultation progressing the development of a management plan for Tassicker Park</li> <li>• Development of the RiverConnect website</li> <li>• Support implementation of actions identified in the Gemmill's Swamp Master Plan</li> <li>• Conduct activities at local events to enhance the community's understanding and appreciation of our river systems</li> </ul>
Promote and demonstrate environmental sustainability	Adopt an Environment and Sustainability Strategy	Dec-11	The development of the Sustainability and Environment Strategy has been progressing and milestone one of the Department of Sustainability and Environment (DSE) Project Agreement has been achieved, but there have been several lengthy time delays due to a combination of changes to the Strategy Development Plan and limited staff resources. Council has been granted extensions to the due dates for milestones two and three by DSE. The Strategy Discussion Paper is currently being finalised with the intention of having this document adopted at the 17 June 2012 Ordinary Council Meeting. The Strategy scheduled for completion by the end of 2012
<b>Economic Development</b>			
Establish the Goulburn Valley Freight Logistics Centre to improve the efficiencies and competitiveness of regional business	Complete detailed design for Stage 2	Jun-12	GHD was awarded the design contract for \$1.44M in April 2009 with a contract completion date of 30 September 2009. The Council is still in the process of negotiating the finalisation of the design project with GHD. Design for stages 1 to 6 is scheduled for completion by 30 June 2012, with around 85% of this work, including stage 2, completed to date

**Council Organisation and Management**

Responsible management of resources	Achievement of the operating result within 10% of the budgeted result excluding extraordinary items and depreciation	Jul-12	This Key Strategic Activity will be reported in July 2012 after accounts have been reconciled
Working capital ratio	Current assets to current liabilities 2.0:1	Jul-12	This Key Strategic Activity will be reported in July 2012 after accounts have been reconciled
Rates, fees and charges outstanding	3% outstanding at 30 June 2012	Jul-12	This Key Strategic Activity will be reported in July 2012 after accounts have been reconciled

**Infrastructure**

Undertake beautification works for the main streets and entrances to urban areas and townships	Work with VicRoads to develop a landscaping strategy for Numurkah Road, Shepparton	Jul-12	Council has not been successful in engaging VicRoads in the development of a beautification strategy for Numurkah Road and will undertake limited works within its own resources instead. Conceptual plans for Numurkah Road have been prepared and public consultation will be carried out during June 2012. Works on Numurkah Road are scheduled to commence from 1 July 2012
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# Community Satisfaction Measurement Survey 2012

Greater Shepparton City Council

REPORT PREPARED FOR:

**Amanda McRoy**



**GREATER  
SHEPPARTON**

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## 1. Introduction

- ▶ Background
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- ▶ Index calculation



# Introduction

Background and Methodology



# Background



## Community Satisfaction Measurement

- ▶ The Community Satisfaction Measurement Survey offers Local Government a powerful means of monitoring its performance.
- ▶ The system provides Council with an **Importance Index**, a **Performance Index** and a **Community Satisfaction Index** for 14 Service Areas grouped in 5 broader service categories.
- ▶ The service indices are compared to the last years' survey results for Greater Shepparton Council [2010] and benchmarked against the results from Auspoll's wider database of council results from rural Victoria and all Victoria local councils over a 10 year period.
- ▶ As a guide the following table indicates the level of performance on each service for difference scores:

Index	Score	Rating
IMPORTANCE INDICATOR	90+	VERY HIGH
	80-90	HIGH
	70-80	MODERATE
	60-70	LOW
	BELOW 60	VERY LOW
PERFORMANCE INDICATOR	75+	VERY HIGH
	70-75	HIGH
	60-70	MODERATE
	50-60	LOW
	BELOW 50	VERY LOW
COMMUNITY SATISFACTION INDEX	75+	VERY HIGH
	65-75	HIGH
	55-65	MODERATE
	45-55	LOW
	BELOW 45	VERY LOW

## Additional Information

- ▶ This report also includes information on 9 questions around satisfaction of Corporate performance and image. As well as additional questions on sustainability and information sources.

# Methodology



## Survey Method

- ▶ A postal survey was sent out to 2,600 households randomly selected from Council's voters' roll between 5 April and 20 April 2012. Completed surveys were received from 360 respondents. The results were weighted to be representative of the local population by age, gender and location based upon latest data from the Australian Bureau of Statistics.

## Survey Accuracy

- ▶ With a sample size of n=360, the accuracy of the results overall is +/- 5.2% at the 95% confidence interval. This means, for example, that if the survey returns a result of 50%, there is 95% probability that the actual result will be between 44.8% and 55.2%.
- ▶ It should be noted that when looking at sub-segments of the population the error margin is larger. The following gives an indication of the error of margin for different sample sizes.

SUBGROUP SIZE	STANDARD ERROR
50	±14.1%
100	± 10.0%
200	± 7.0%
300	± 5.7%

- ▶ When tracking changes across the years the following should be taken into consideration; a shift of one or two points is more than likely due to sampling variation and not indicative of any profound change in community perceptions, similarly, a shift of three or four points is likely due to sampling variation but may begin to show some meaningful change in public opinion. However, a shift of five or more point most likely indicates a change in public perception concerning an aspect or aspects of that service area.
- ▶ Note: All percentage figures in this report are rounded. Accordingly, totals may not add up to 100%.

# Executive Summary



# Key Overall Findings

## Overall results

- ▶ The overall service area satisfaction score for Shepparton in 2012 was 57 out of 100. This was down from a score of 61 in 2010, and is below the Victorian rural average score of 62.
- ▶ However, when put into context this declining result echoes a gradual trend of decreased satisfaction across all Auspoll tracked councils over recent years as resident's expectations are increasing.

## Service area results

- ▶ On a positive note, cultural and community services came in above the Victorian rural average and parks and public health showed improvements in 2012.
- ▶ The service areas where council is performing strongly in terms of achieving high satisfaction levels included:
  - ▶ Cultural and Community Services
  - ▶ Waste Management
  - ▶ Home Care Services
  - ▶ Sporting Services
- ▶ The service areas that presented particularly low satisfaction levels and require the most urgent attention included:
  - ▶ Engineering Services
  - ▶ Traffic Services
  - ▶ Planning and Building
  - ▶ Economic Development
  - ▶ Information Services

# Key Findings

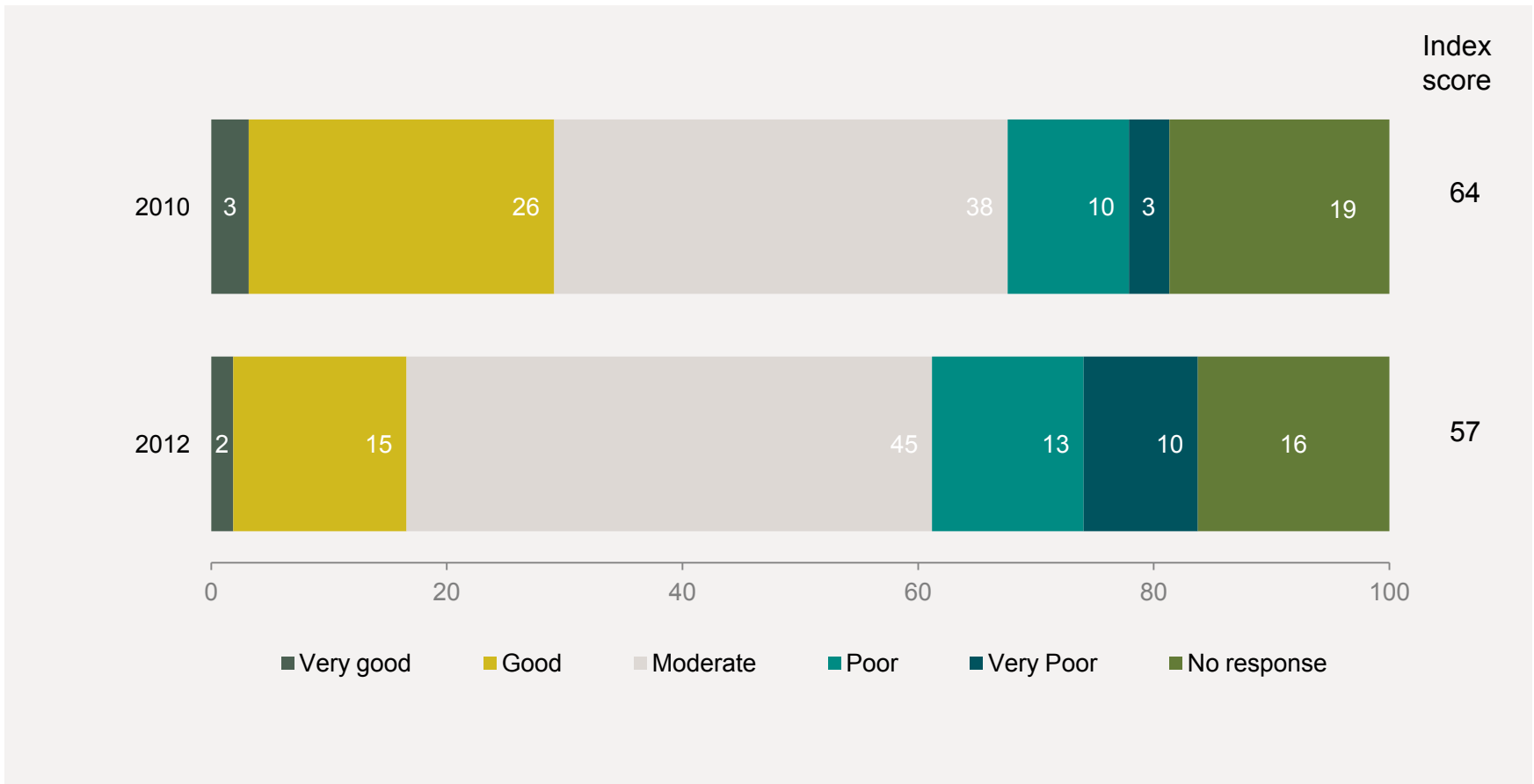
## Corporate Services

- ▶ The overall Corporate service score has declined since 2010, shifting from 61 to 55 meaning it remains lower than the rural Victorian average score of 63.
- ▶ Further examination of the findings indicate that the main contributor to this low score was a decline in satisfaction with the council's image and the image of the local district [both declining by 10 points since 2010].

## General Localised Issues

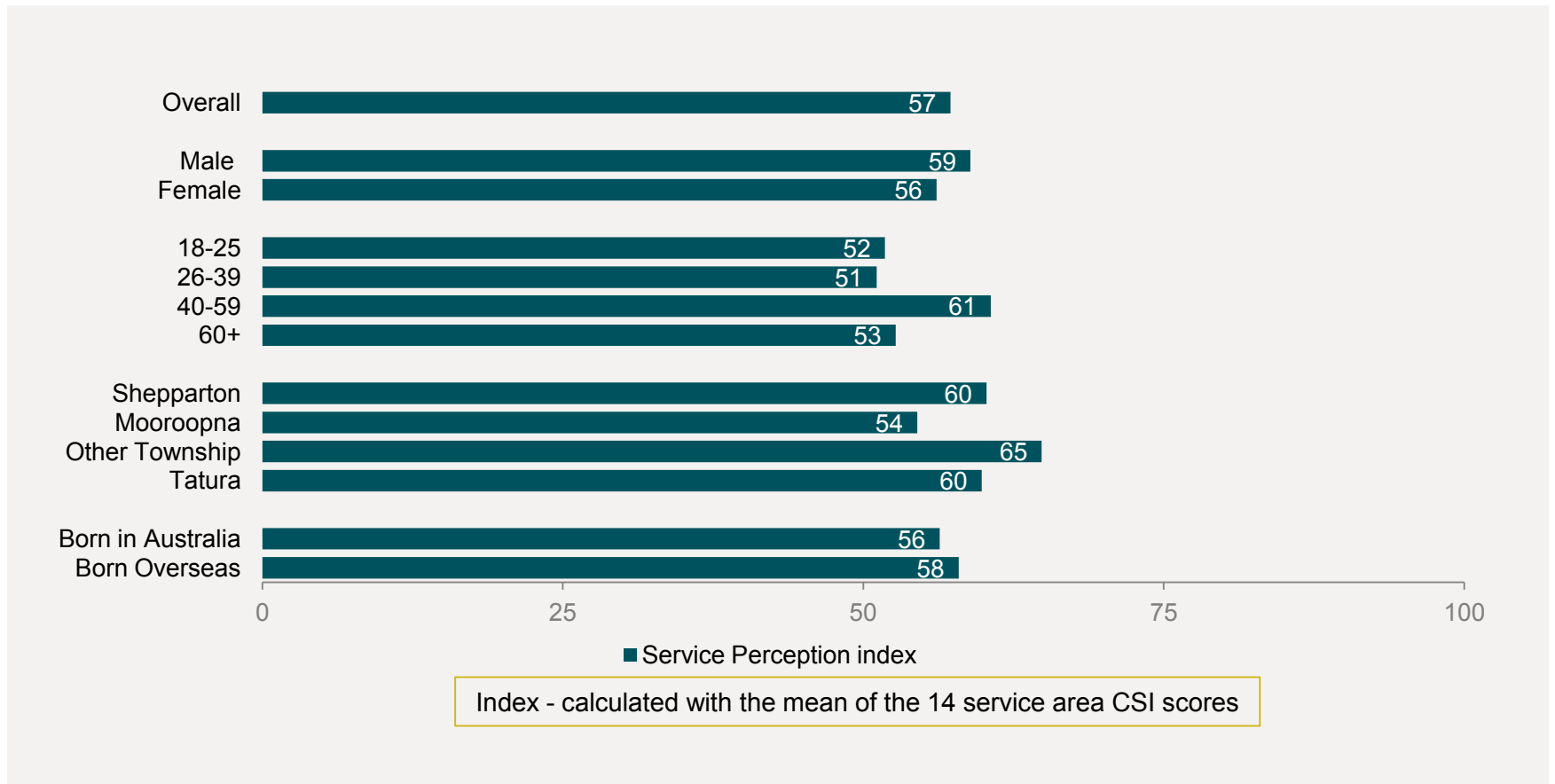
- ▶ Respondents attached a moderate importance level to council being a community leader in environmental protection and sustainability, and considered council's performance in this area to be in the low to moderate range.
- ▶ Few respondents were able to identify specific reasons for their satisfaction level in the council's built environment performance, but some common responses included the need to improve services such as road maintenance and that historic buildings were not being protected.
- ▶ Local newspapers [The Shepparton Advisor and Shepparton News] were identified as the most common sources of local news and information with over 75% of residents saying they used them for local information. Word of mouth communication within the community is also a prominent source of local news [57%] for residents, whilst online sources are relatively unutilised.

# Overall performance of council



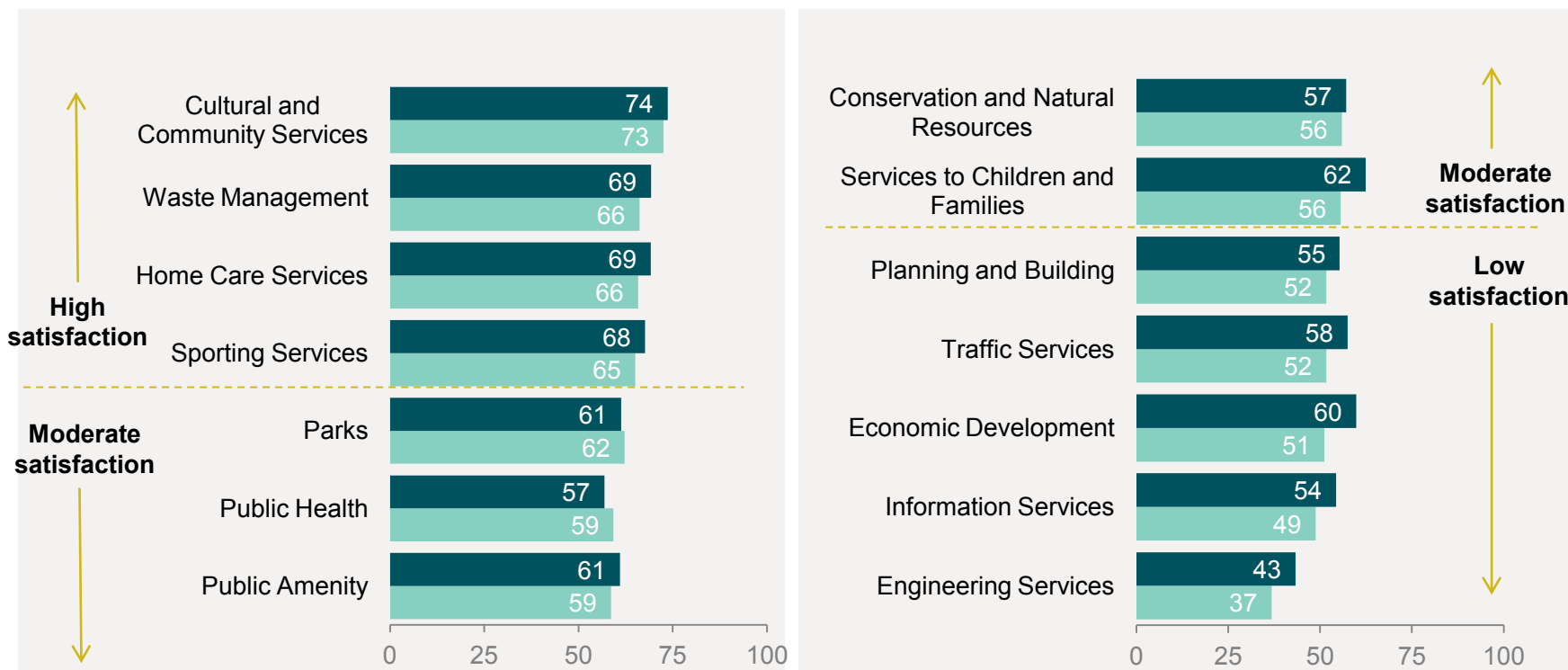
Reflecting the findings from 2010, residents are most likely to rate the overall performance of the council as moderate [45%]. However, there is notable shift from those who rated the council's performance as very good/good in 2010 to those who consider performance as very poor/ poor in 2012.

# Overall Service Perception Score by key demographics



Overall satisfaction with council performance is higher amongst those aged between 40-59 than any other age category. However all the differences between demographics are within the margin of error.

# Overall Customer Satisfaction Index Score for each of the 14 service areas



■ 2010 - CSI Score  
■ 2012 - CSI Score

Cultural and Community Services remains the best performing service area in 2012.



Satisfaction with council's performance concerning parks and public health services has increased in 2012.

The majority of services areas have incurred a slightly lower satisfaction score in 2012, most noticeably services to children and families, traffic services and economic development.



# Importance and Performance – Quadrant Analysis of 14 Service Areas



- ▶ An analysis of the importance and performance scores given to each of the 14 service areas produces a quadrant which places each service area into one of 4 categories.

## High Importance, High Performance Services

- ▶ These are important services that the council are doing well with and should be **maintained**.
- ▶ Services in this category include: Waste Management, Home Care and Parks.

## Low Importance, High Performance Services

- ▶ These are less important services that the council are doing well that should be **built on**.
- ▶ Services in this category include: Cultural and Community Services, Sporting Services.

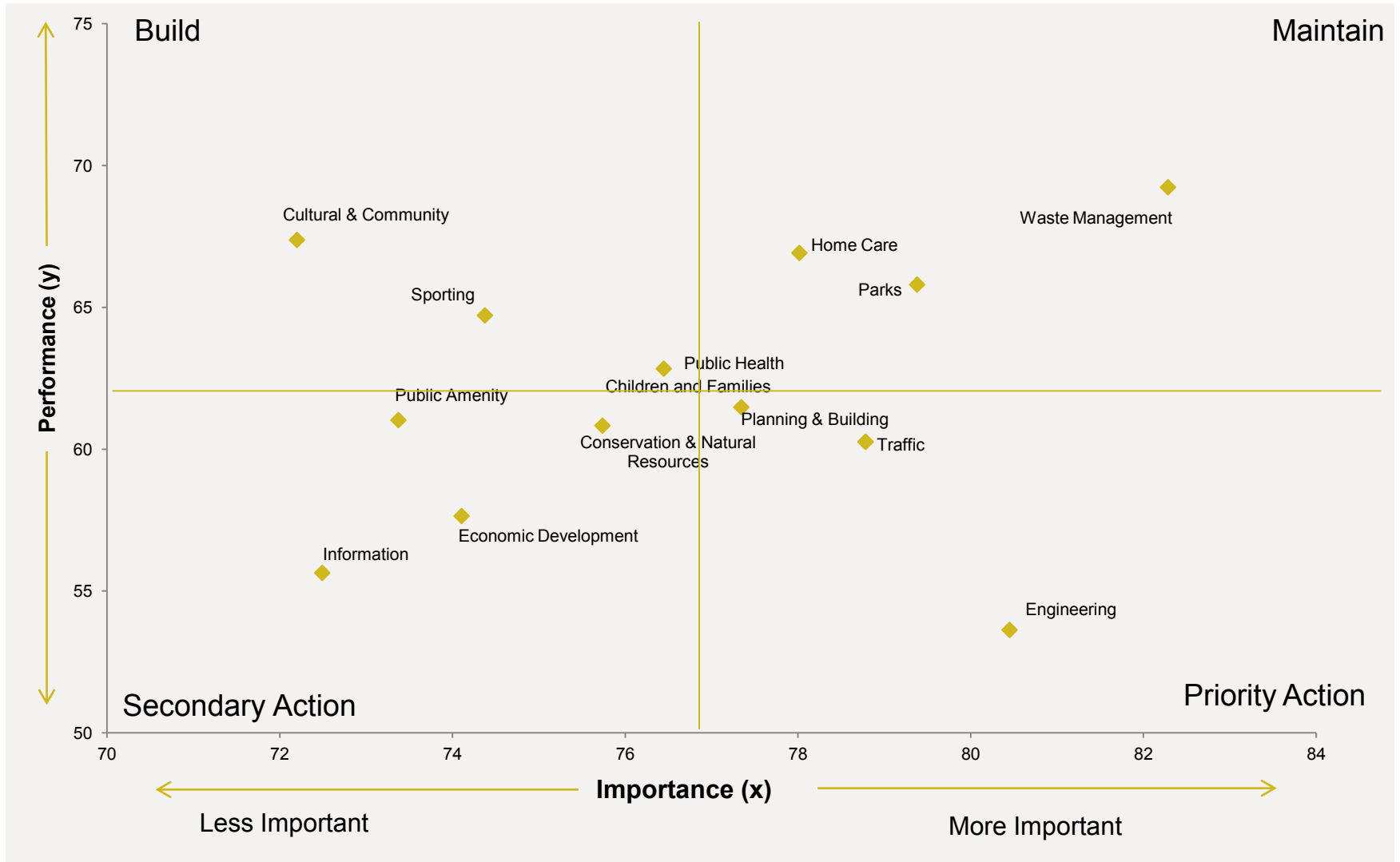
## High Importance, Low Performance Services

- ▶ These are important services that the council are doing less well and require **priority action**.
- ▶ Services in this category include: Engineering, Traffic Services.

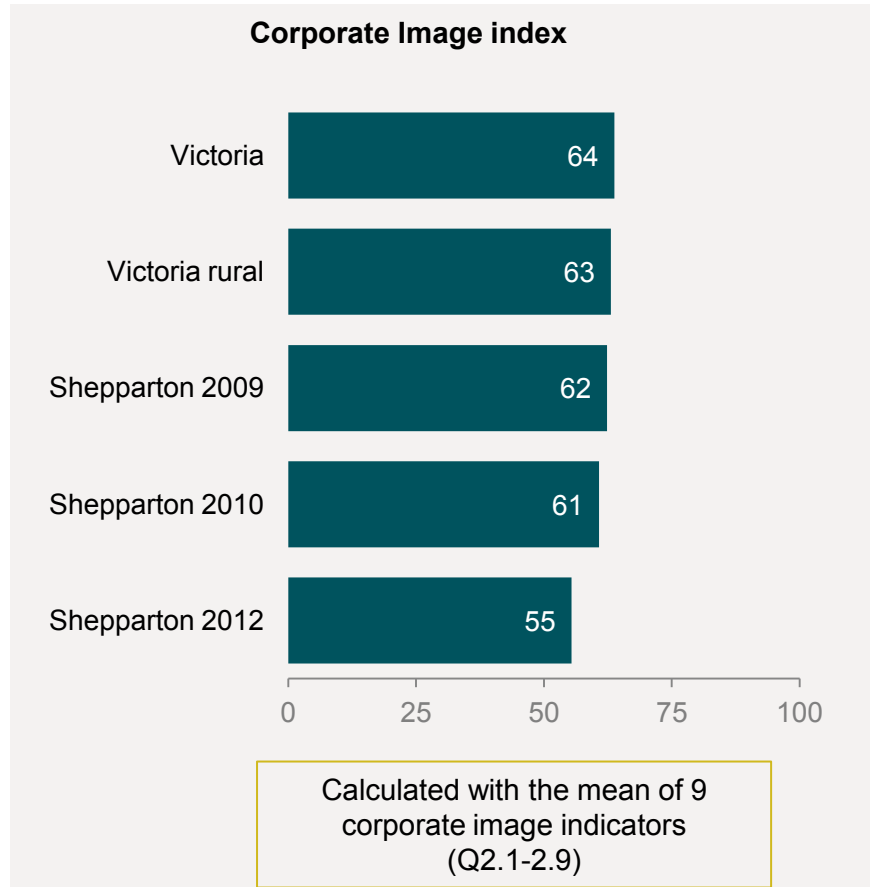
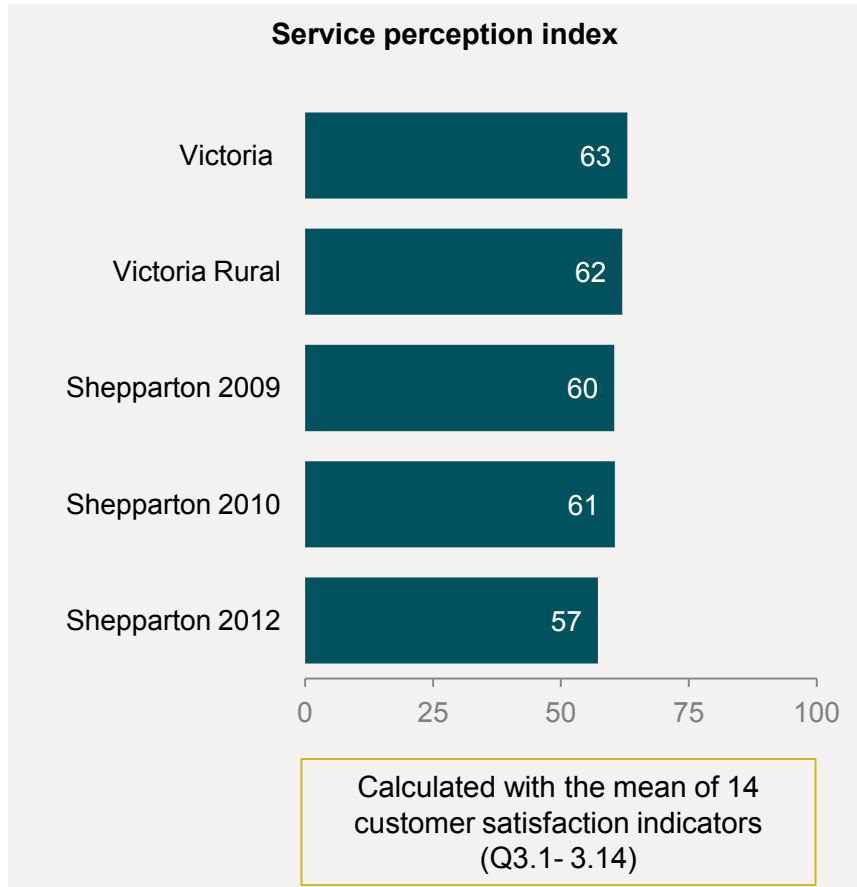
## Low Importance, Low Performance Services

- ▶ These are low importance services that the council are doing less well and require **secondary action**.
- ▶ Services in this category include: Information services, Economic Development.

# Quadrant Analysis - Importance and Performance indices for the 14 service areas

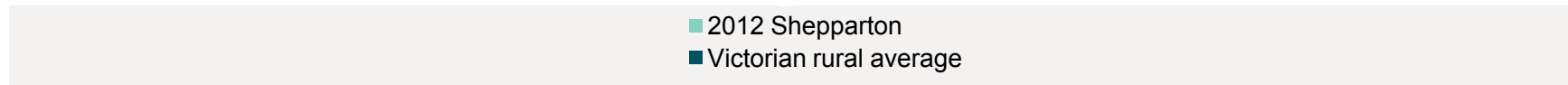
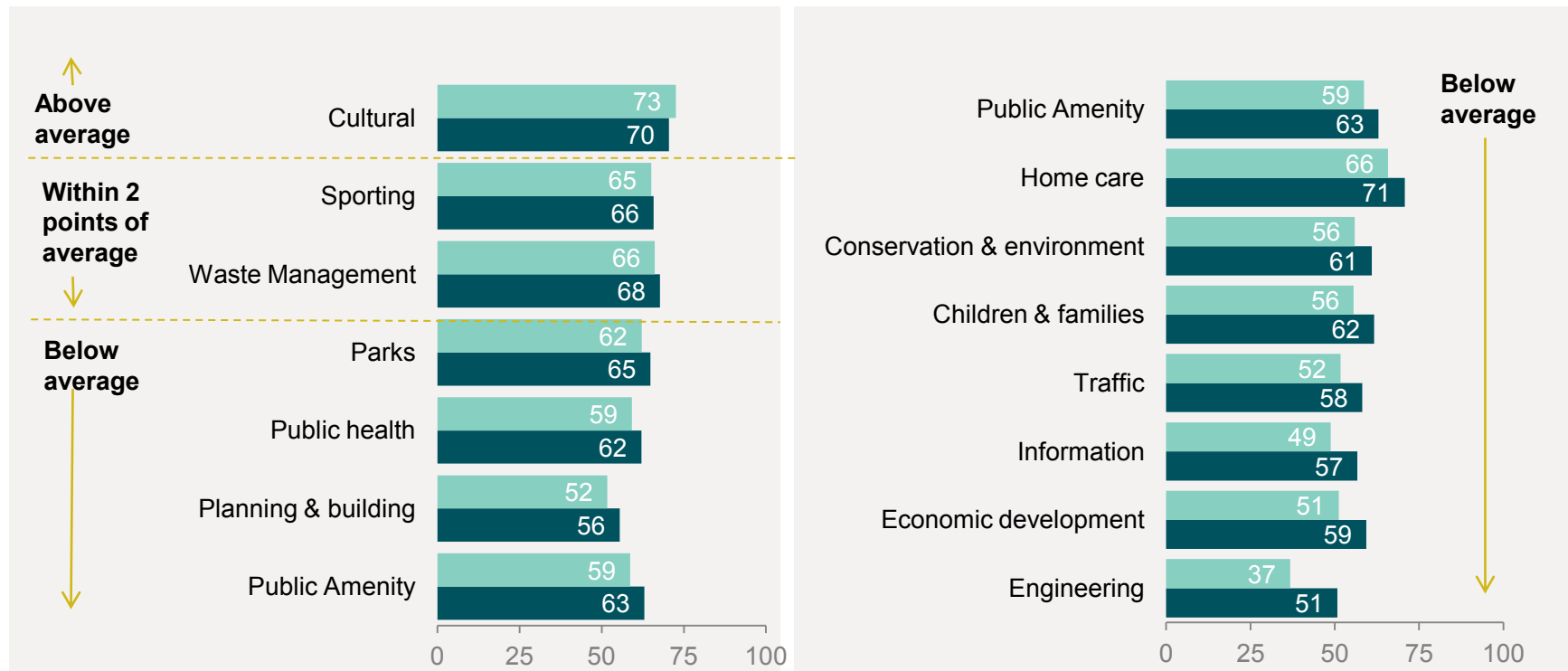


# Overall service and corporate score benchmarks



The overall score for both services and corporate image for Shepparton has declined in 2012 and is now several points below the state average.

# Overall Customer Satisfaction Index Score for each of the 14 service areas compared to the Rural Victorian Average



Only Cultural and Community services scored higher in Shepparton in 2012 than the Victorian rural average score.  
 Engineering services was the lowest scoring service and had the greatest difference to the Victorian rural average.



# Detailed Results

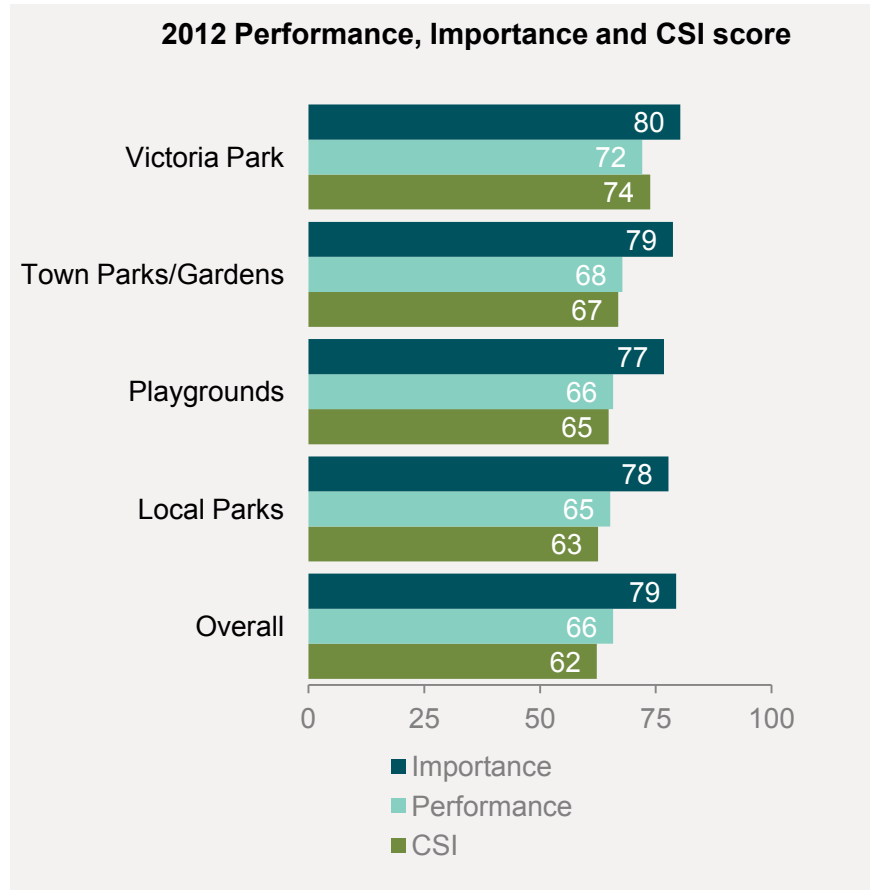
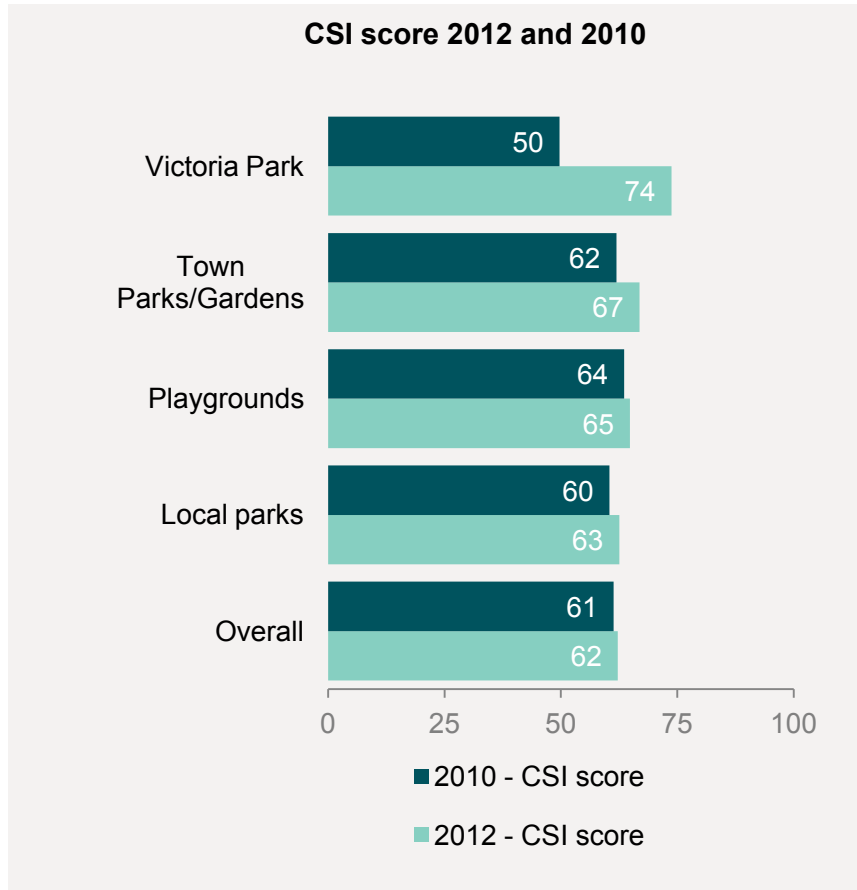
Direct Service Provision

# Recreation Services

Public parks, libraries and leisure facilities

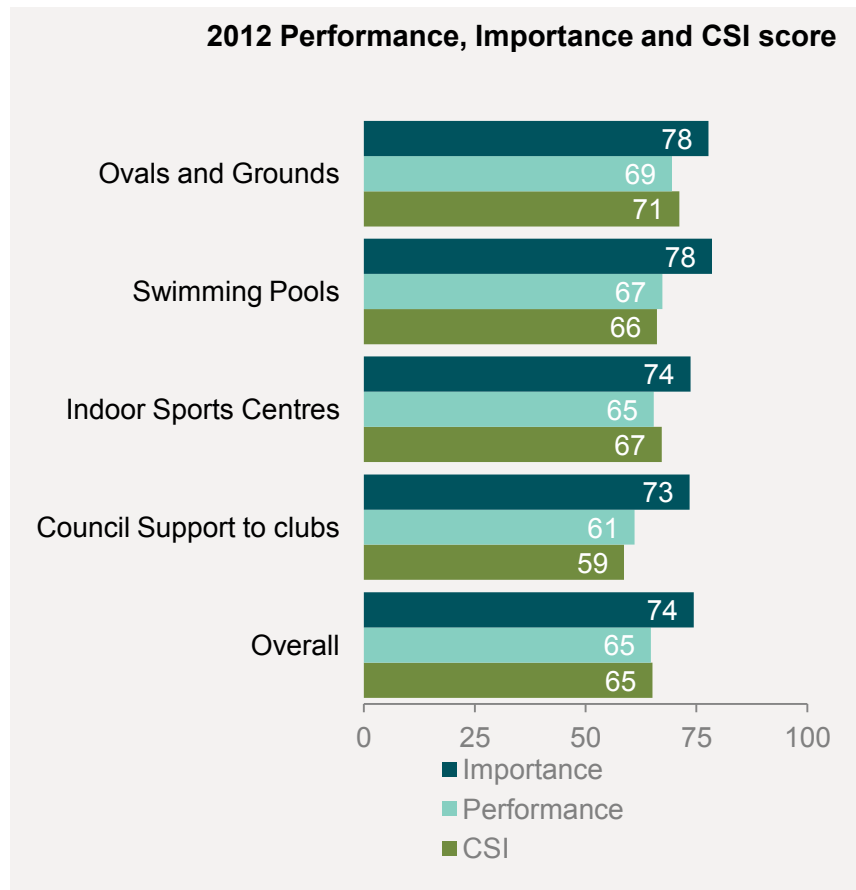
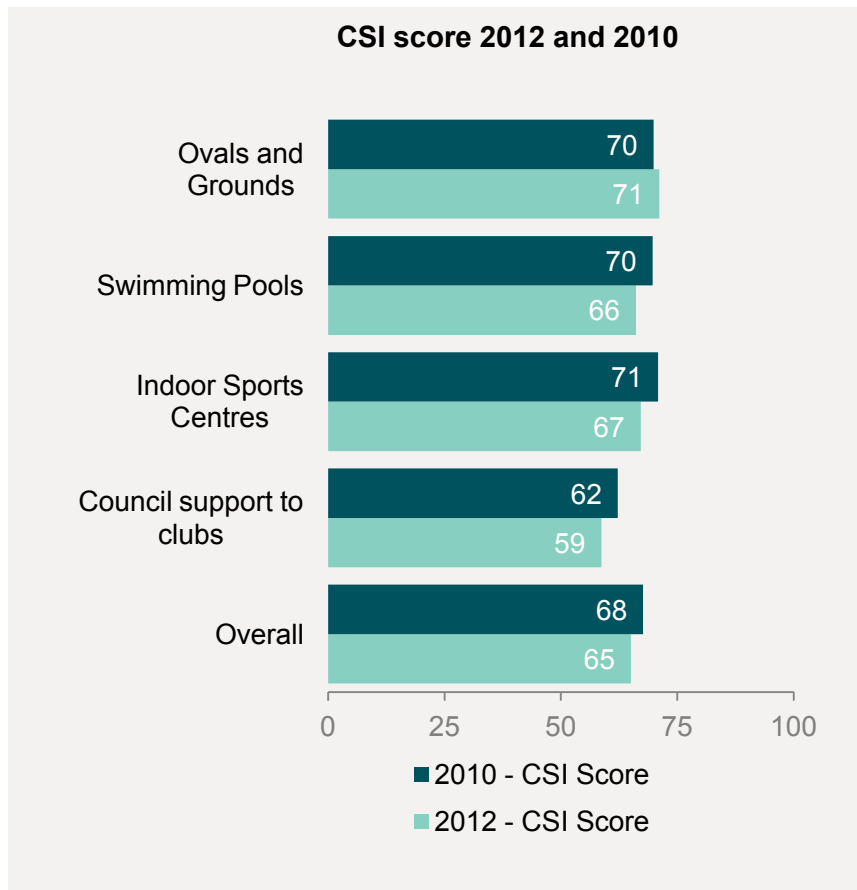


# Parks - overall CSI compared to 2010 and breakdown of performance/importance for 2012



▶ The overall satisfaction with Shepparton parks has remained consistent since 2010. This trend is reflected in each of the individual areas, however there has been a significant increase [24points] in satisfaction with Victoria Park Lake which is likely due to its recent redevelopment. The overall CSI score for parks is slightly below the Victorian rural average of 65.

# Sporting Services - overall CSI compared to 2010 and breakdown of performance/importance for 2012

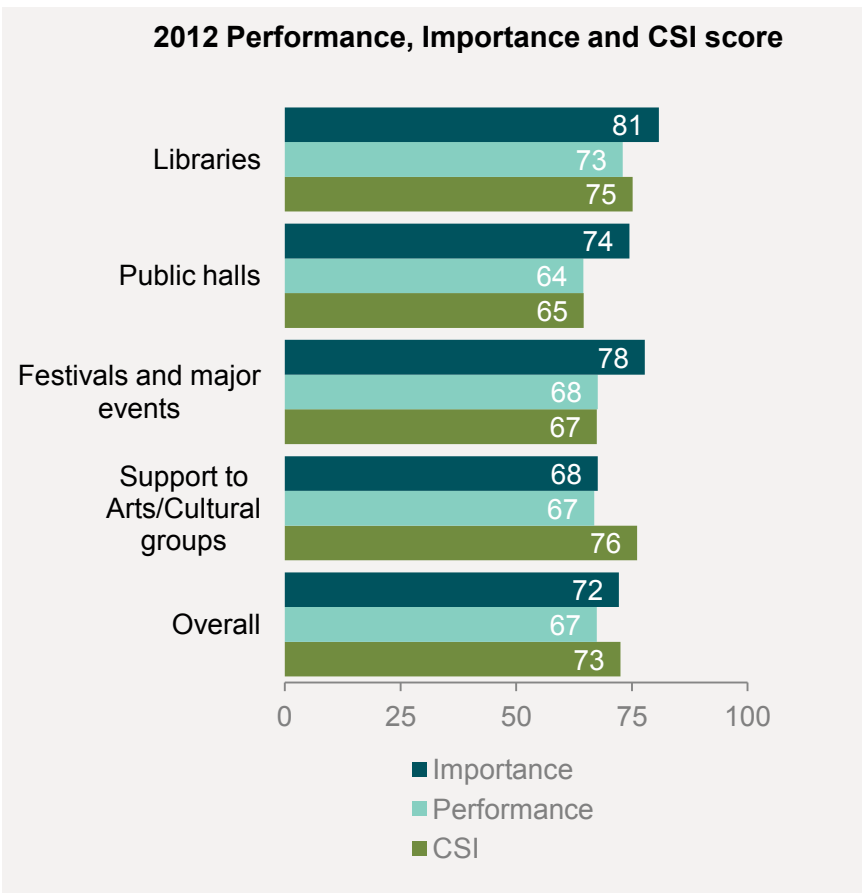
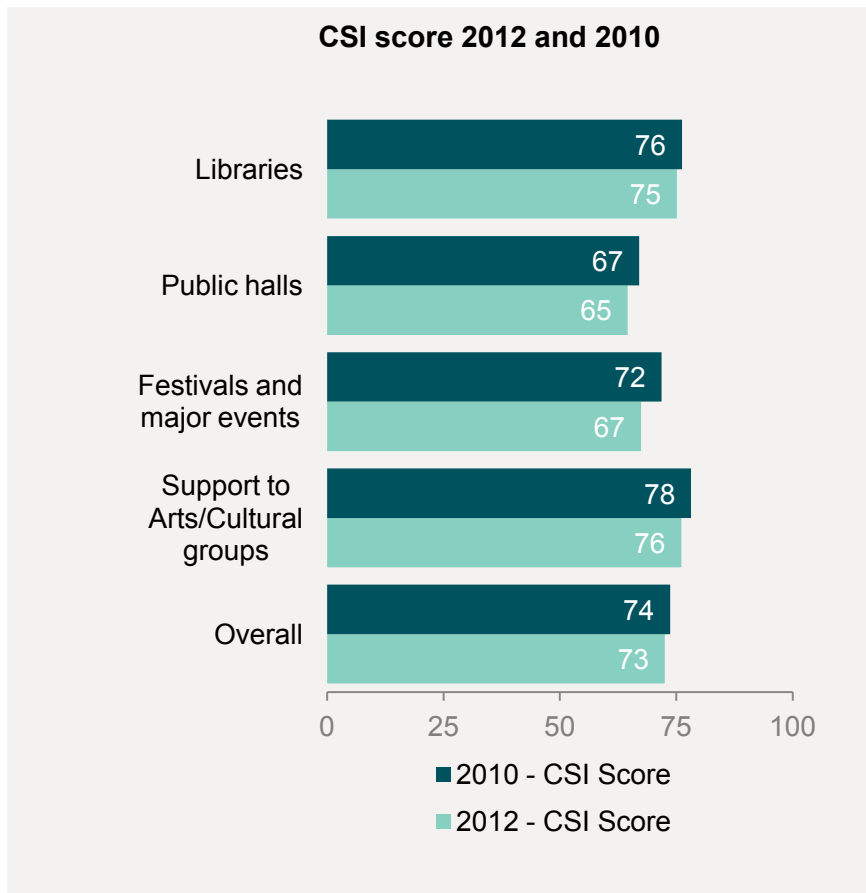


Overall the CSI score for sporting services declined slightly in 2012. However, the overall score was still high compared to other services. There was lower satisfaction amongst residents under age of 40, with a CSI score of 39.

The score is at about the same level as the Victorian rural average.



# Cultural & Community services – overall CSI compared to 2010 and breakdown of performance/importance for 2012



The overall score for cultural and community services remained consistent with 2010 making it the highest scoring service area for council. Satisfaction across all areas of this services has remained strong since 2010.

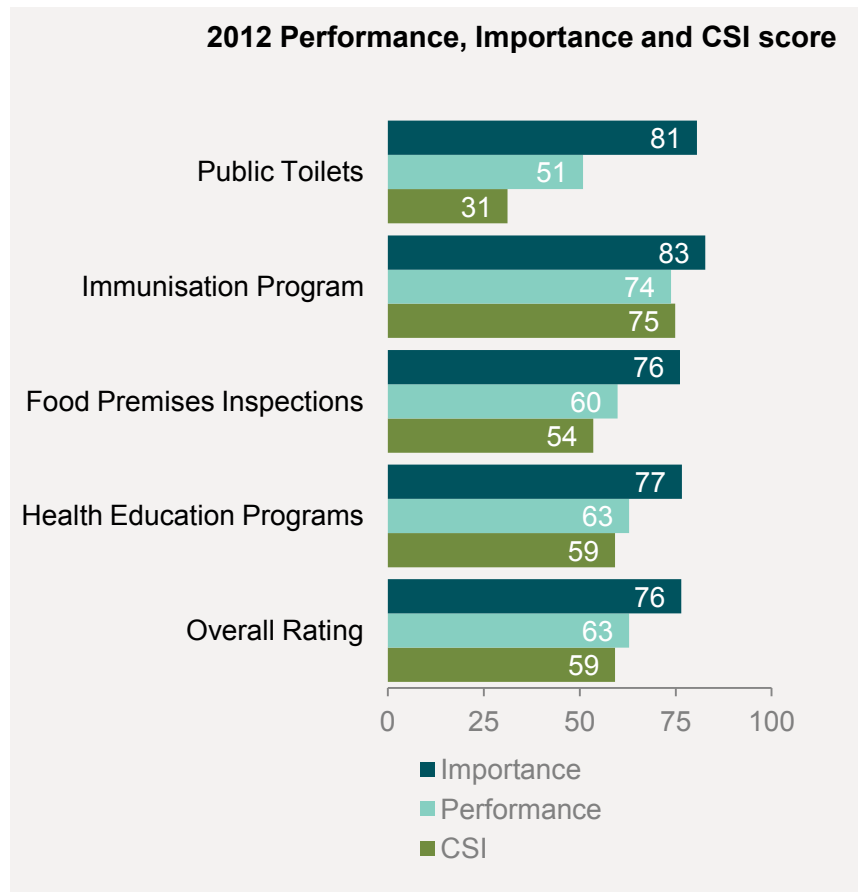
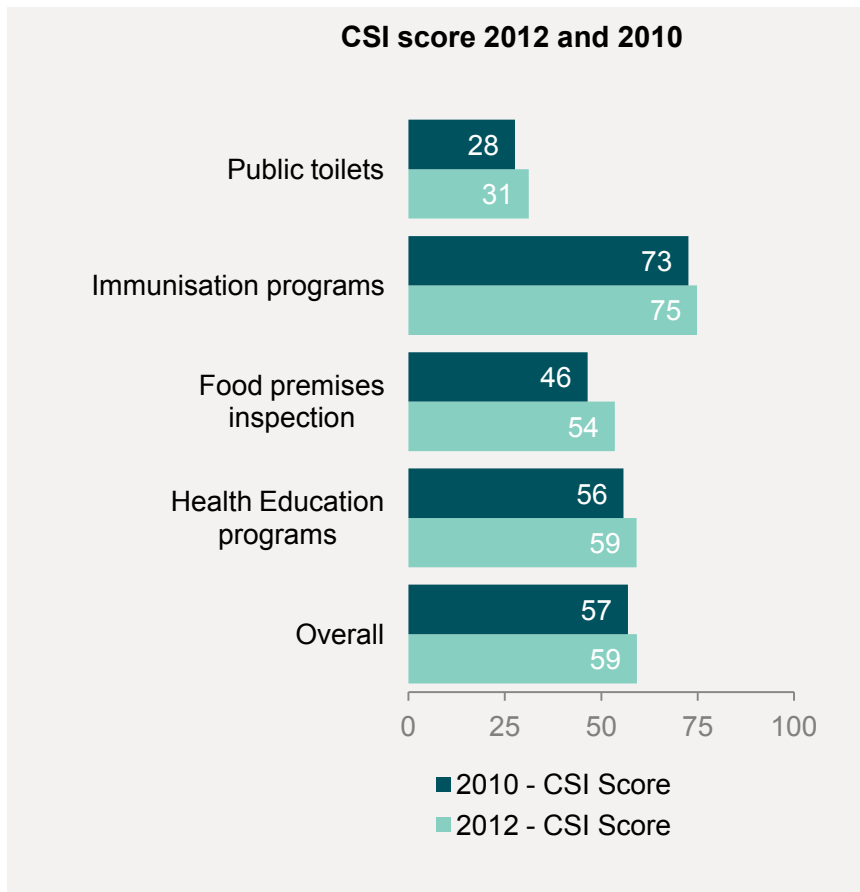
The overall score is higher than the Victorian rural average of 70.

# Community Services

Health and amenities



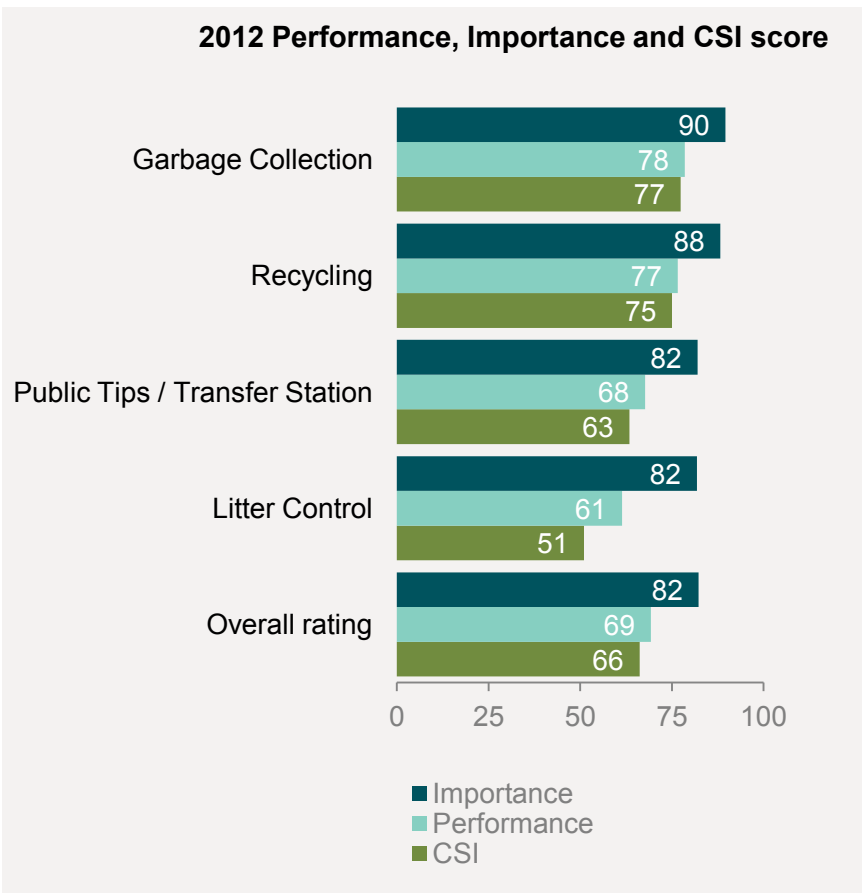
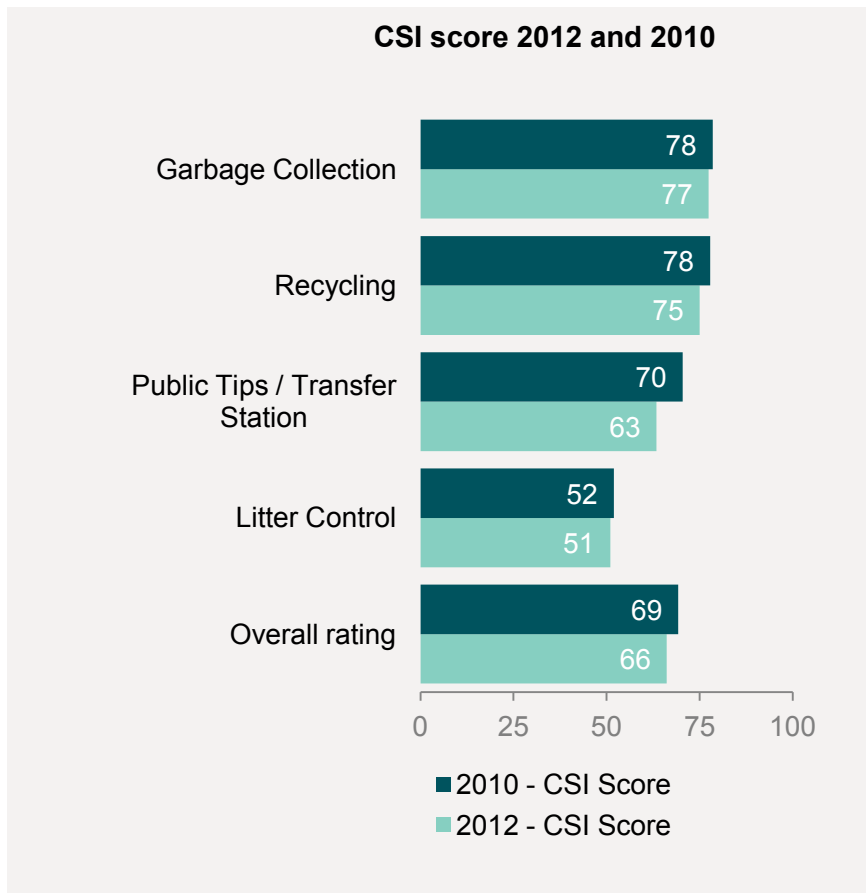
# Public Health – overall CSI compared to 2010 and breakdown of performance/importance for 2012



Encouragingly, satisfaction levels across all aspects of public health increased in 2012. In particular food premise inspections with an 8 point increase.

The overall score is just below the Victorian rural average of 62.

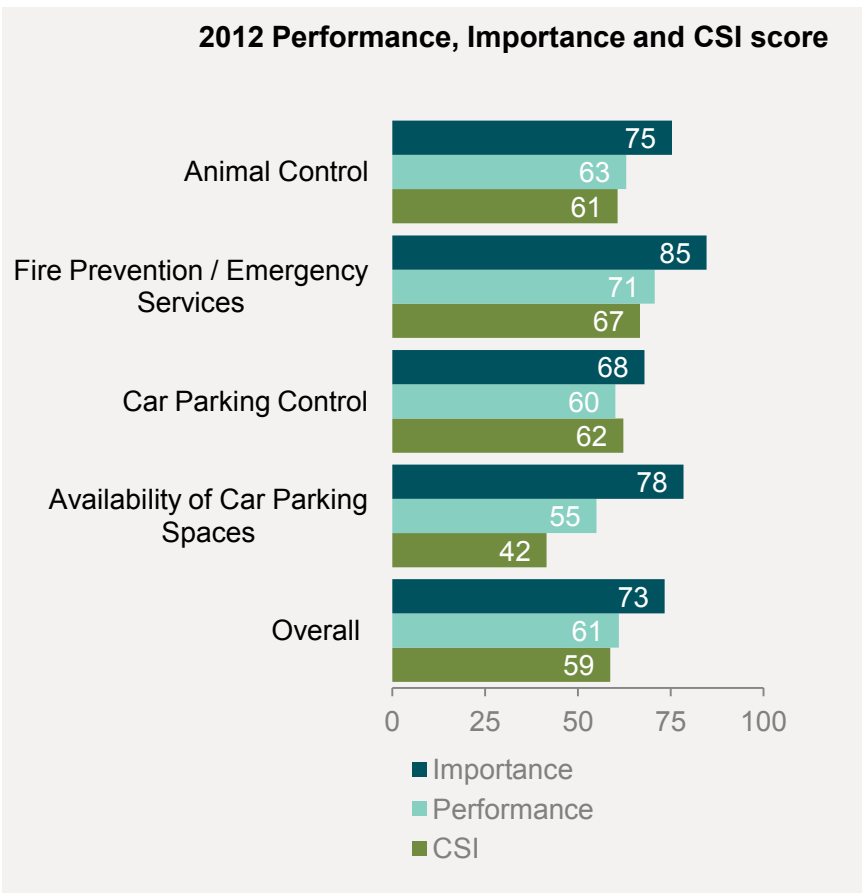
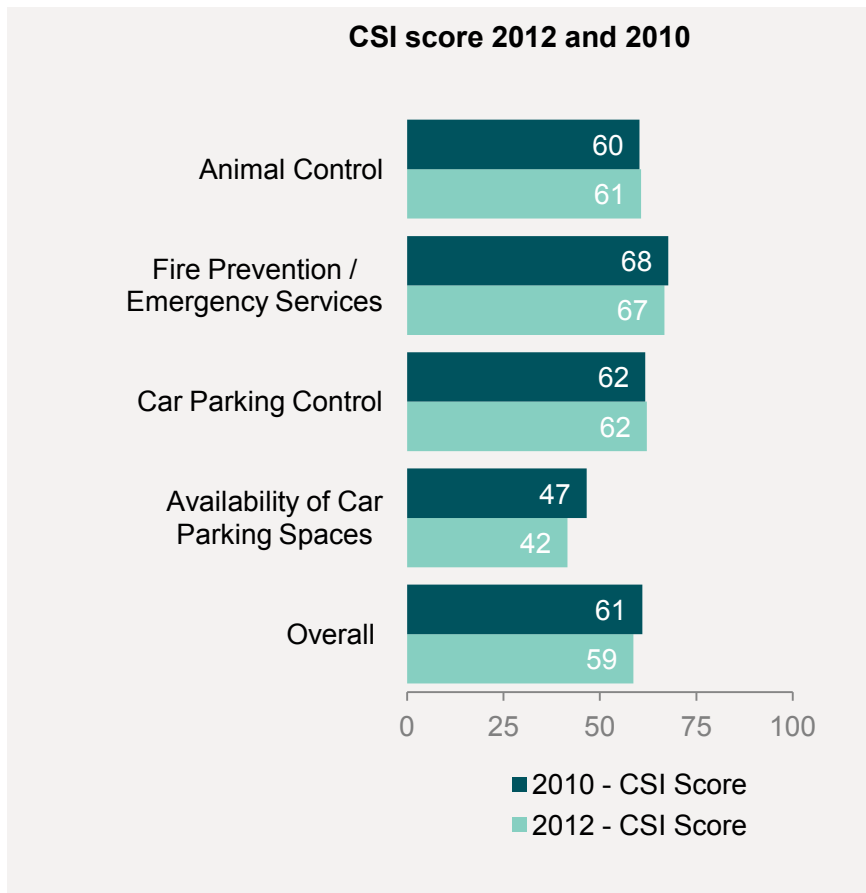
# Waste Management - overall CSI compared to 2010 and breakdown of performance/importance for 2012



The overall score for waste collection has declined slightly in 2012. In particular the satisfaction of public tips/transfer stations has declined by 7 points, however all other areas of this service have remained relatively consistent.

The overall score is slightly lower than the Victorian rural average of 68.

# Public Amenity - overall CSI compared to 2010 and breakdown of performance/importance for 2012



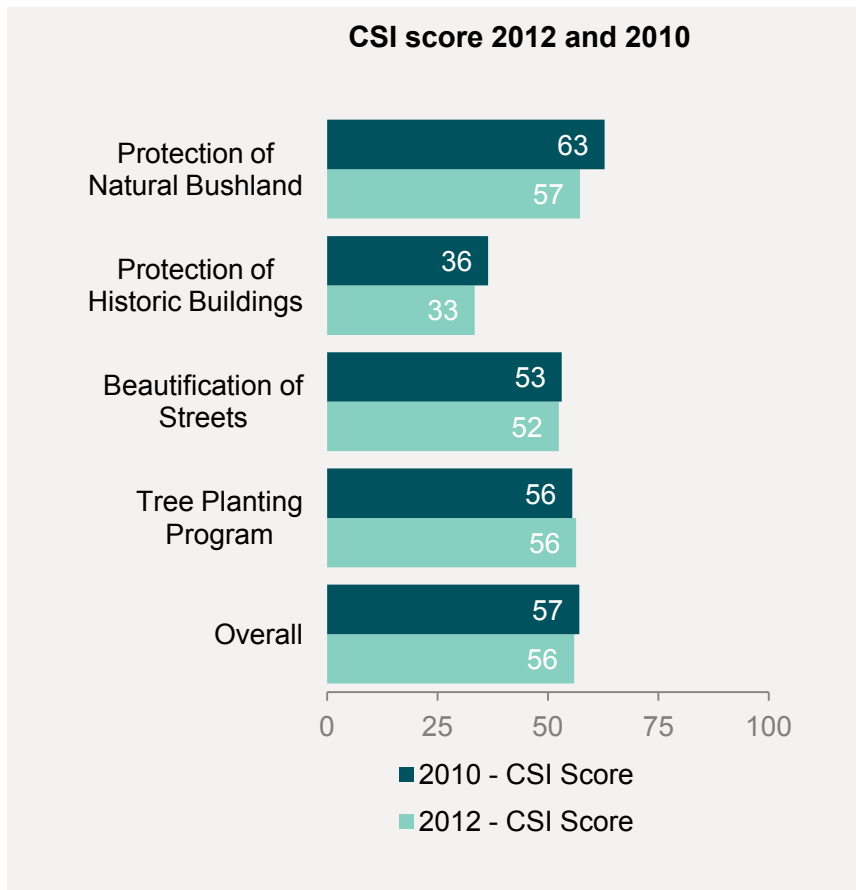
There was a slight decline in the overall score for public amenity in 2012.  
 Satisfaction amongst each aspect of this service area has remained consistent with the 2010 scores.  
 The overall score is slightly below the Victorian rural average of 63.



# Infrastructure services

Maintenance and preservation

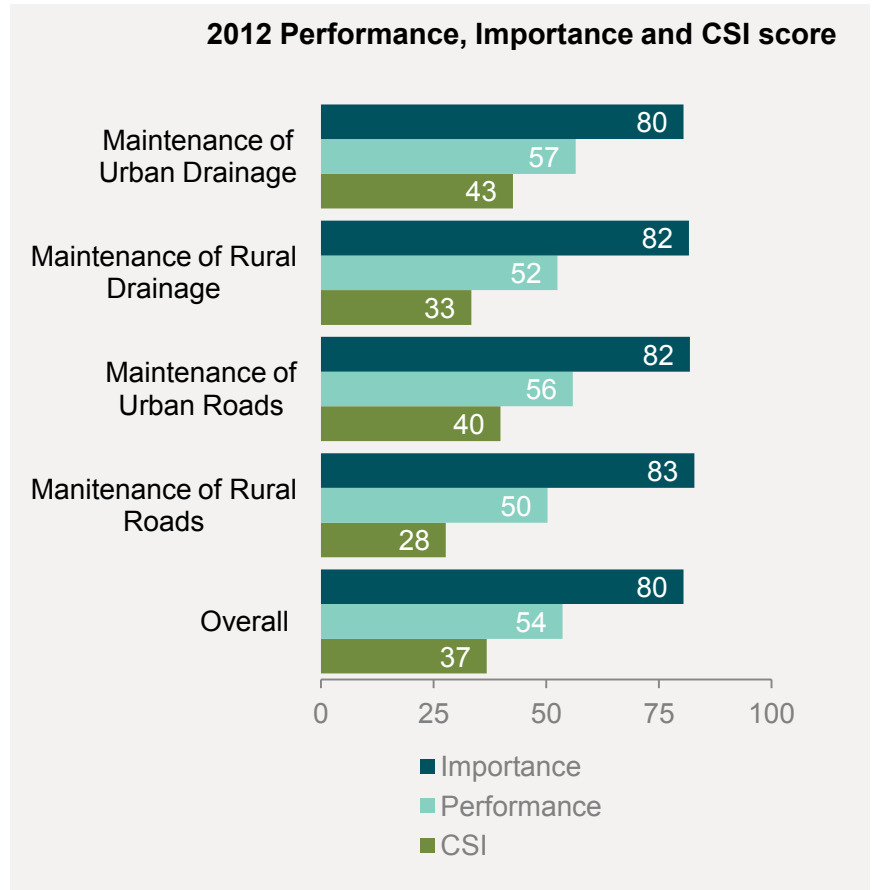
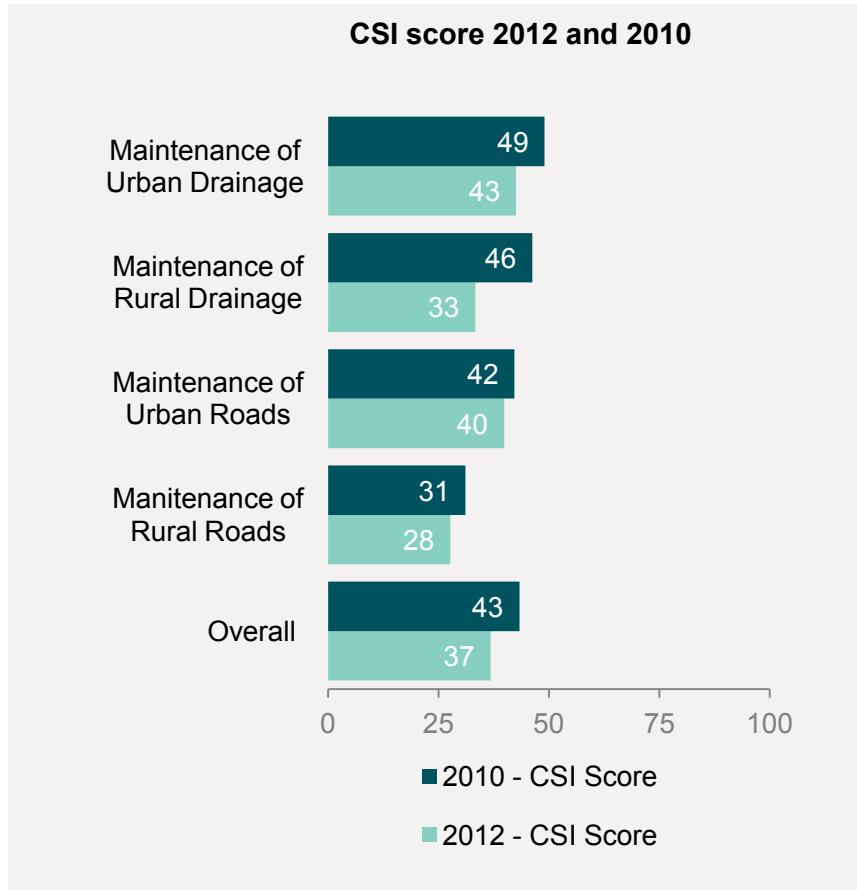
# Conservation and Natural Resources – overall CSI compared to 2010 and breakdown of performance/importance for 2012



Satisfaction of conservation and natural resources services has remained consistent with the 2010 with a moderate score of 56. In a similar trend there was little change in each of the individual components.

This score is below the Victorian rural average of 61.

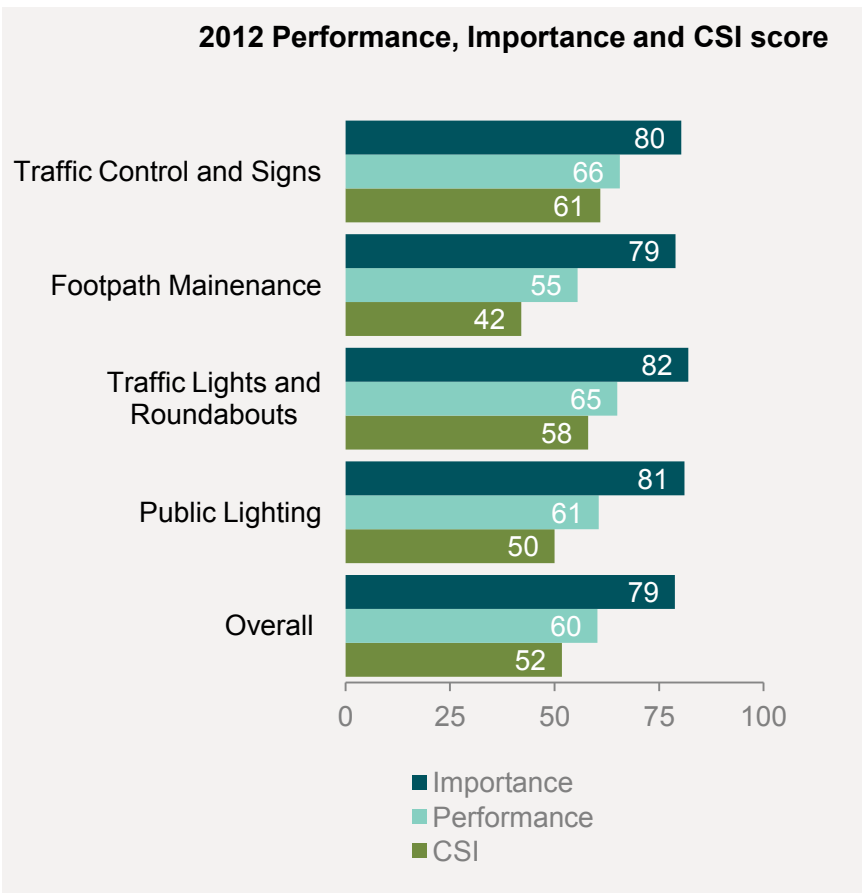
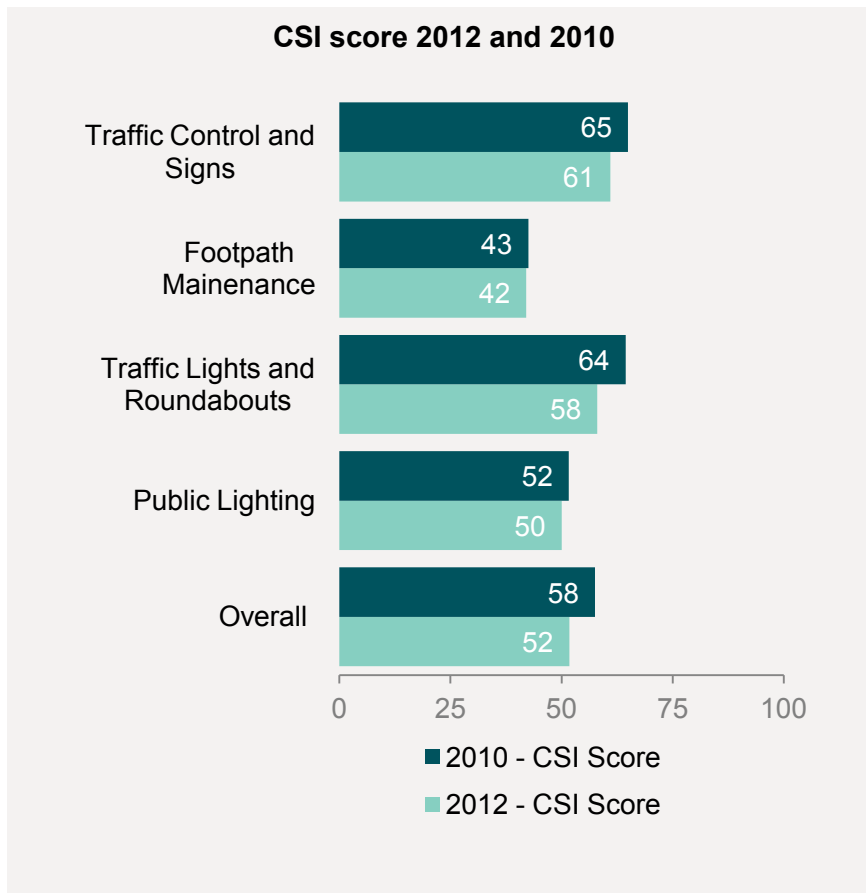
# Engineering services - overall CSI compared to 2010 and breakdown of performance/importance for 2012



Engineering services has the lowest satisfaction score of any service and had declined by 6 points since 2010. In particular maintenance of rural drainage which decreased by 13 points in two years. The overall score is below the Victorian rural average of 51.



# Traffic services - overall CSI compared to 2010 and breakdown of performance/importance for 2012



The overall score for traffic service fell in 2012 to a low 52. Traffic lights and roundabouts are the individual components that incurred a notable decline in satisfaction.

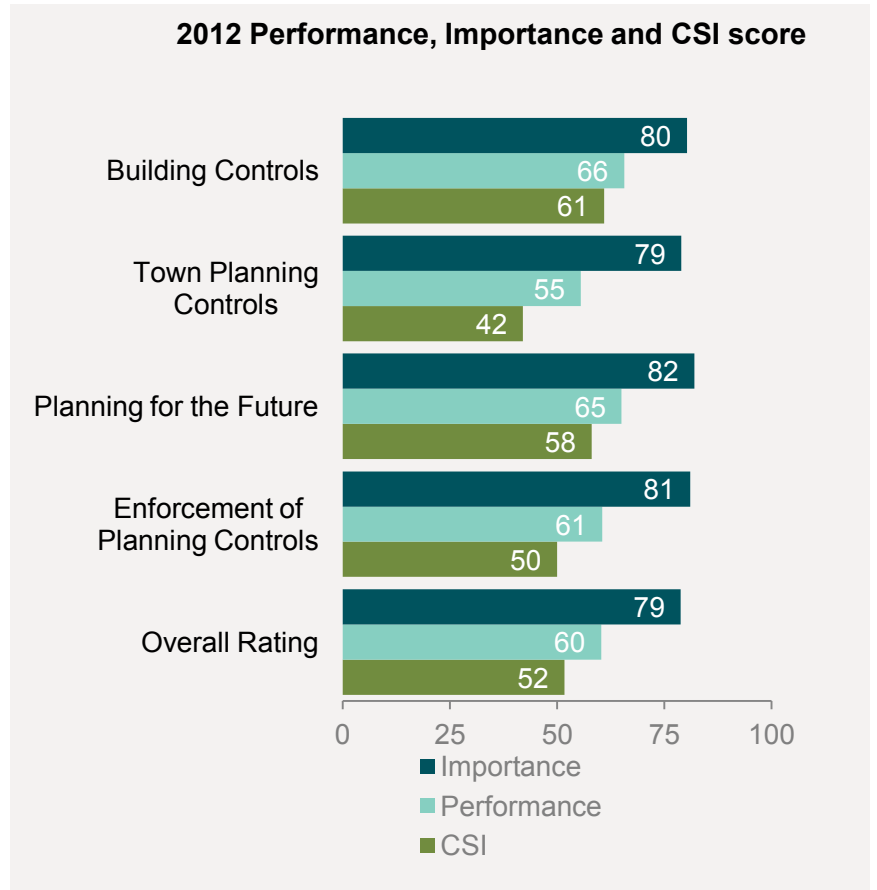
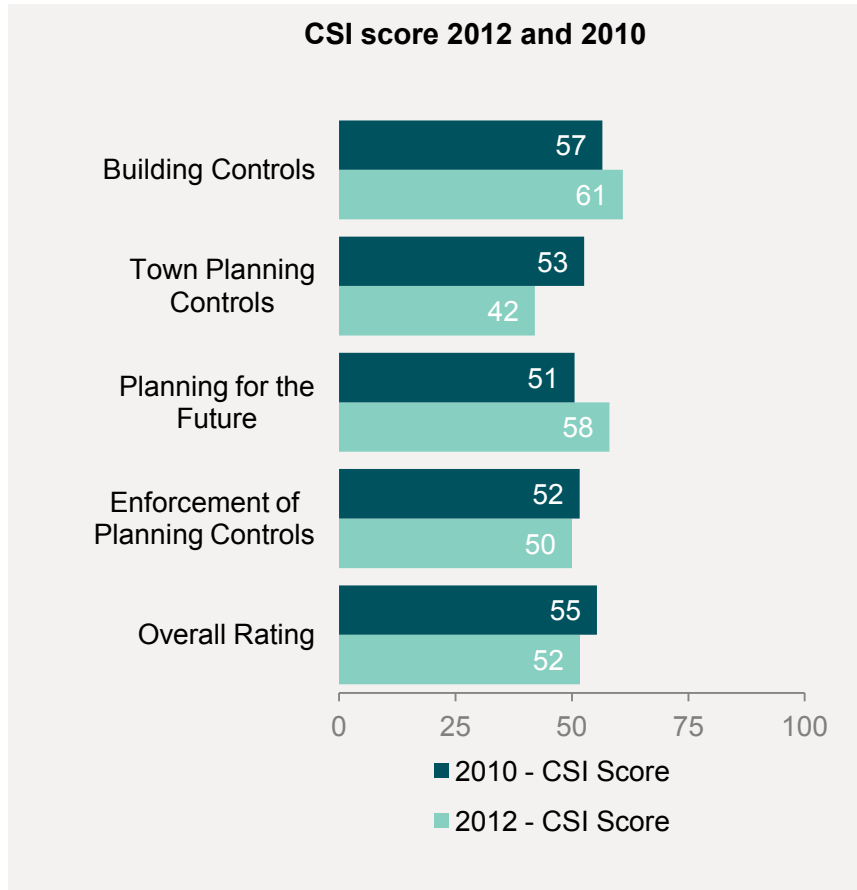
The overall score is lower than the Victorian rural average of 58.



# Economic services

Building, Training and Tourism

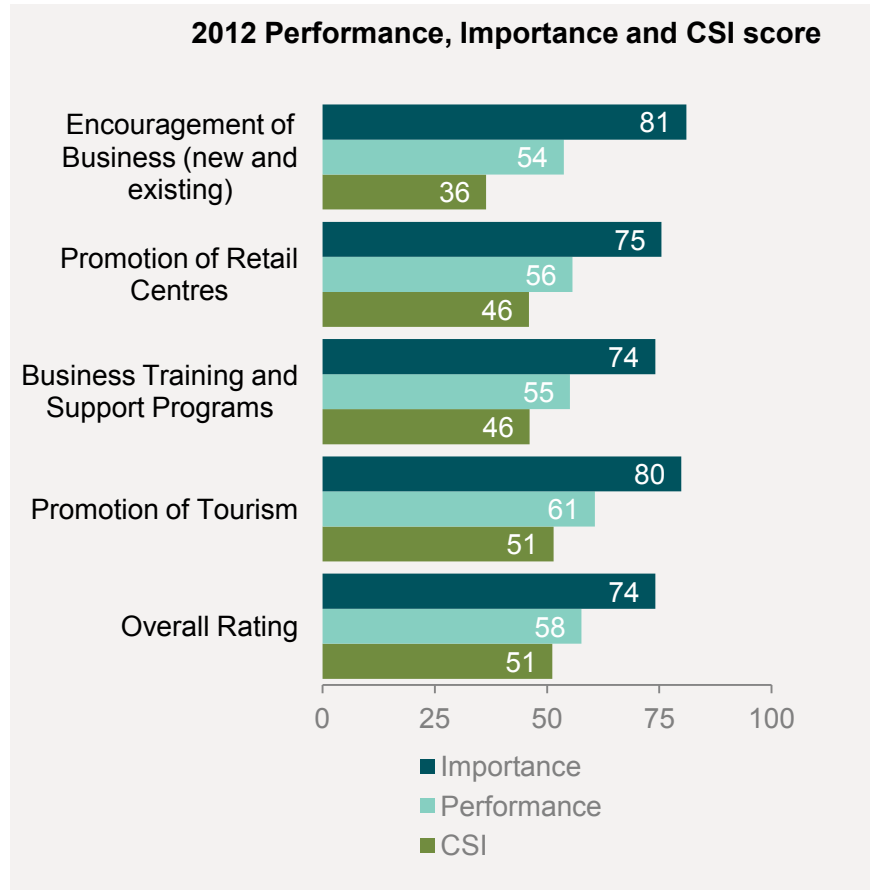
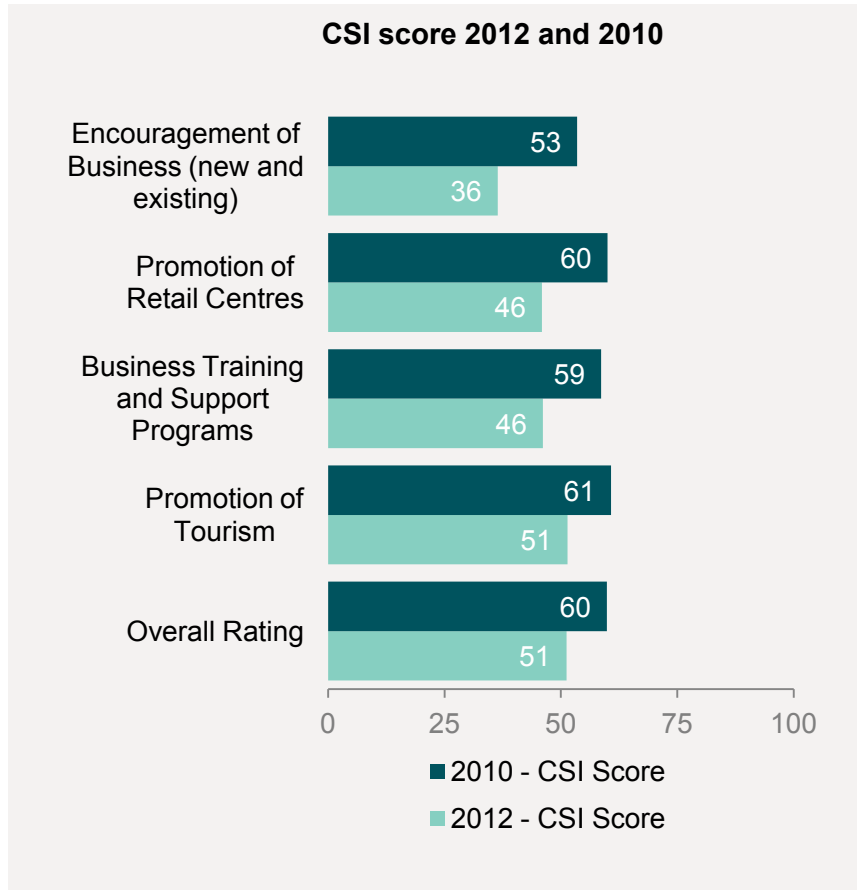
# Planning and Building – overall CSI compared to 2010 and breakdown of performance/importance for 2012



The overall score for planning and building has declined slightly to a low score of 52. Satisfaction concerning town planning controls has significantly declined by 11 points, however satisfaction with planning for the future has increased since 2010.

The overall score is slightly below the Victorian rural average of 56.

# Economic Development - overall CSI compared to 2010 and breakdown of performance/importance for 2012



The overall score for economic development has notably declined since 2010.

This echoes significant shifts in satisfaction in all aspects of this service area, with some scores dropping by as much as 17 points [Encouragement of business].

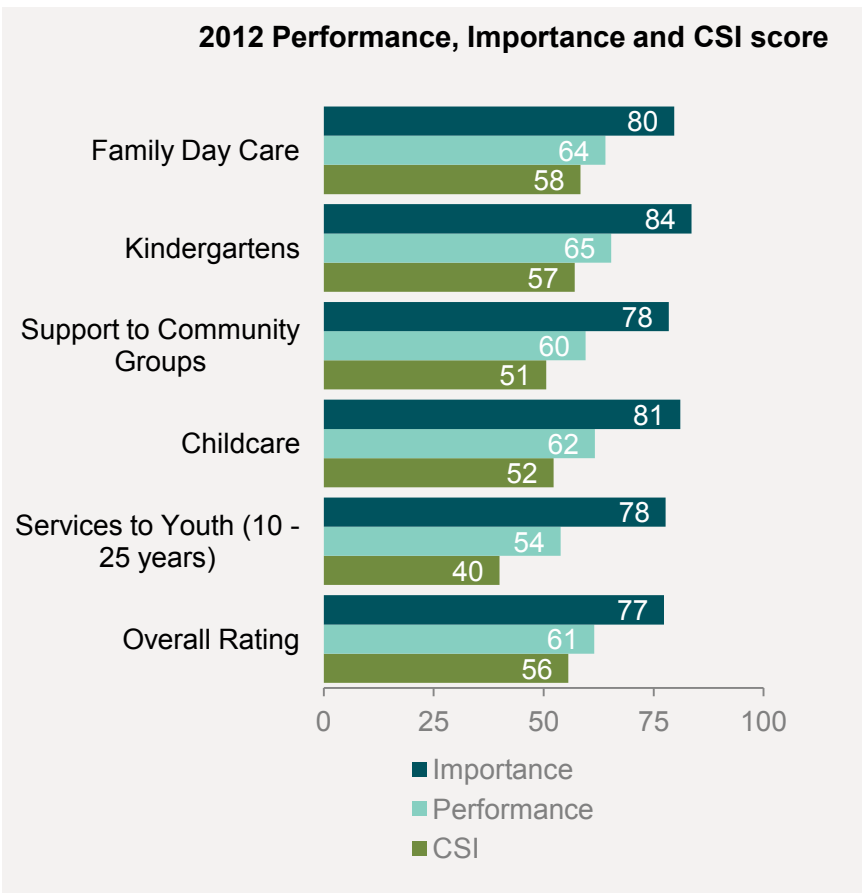
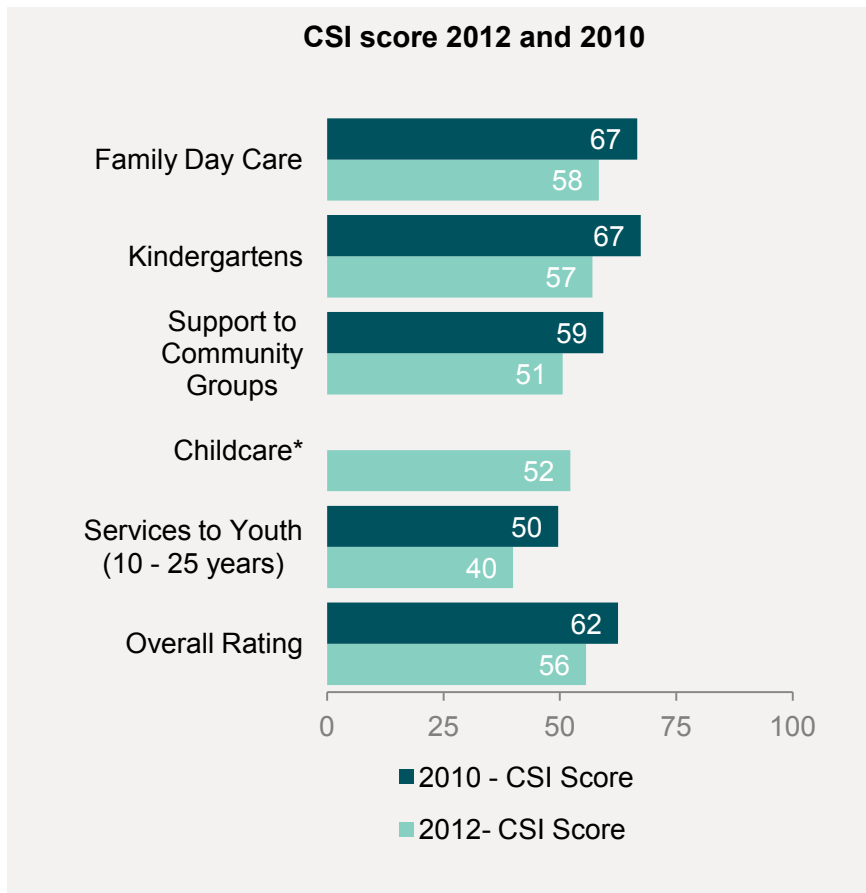
The overall score is lower than the Victorian rural average of 59.



# Family Services

Home care, childcare and Information

# Children and Family services – overall CSI compared to 2010 and breakdown of performance/importance for 2012

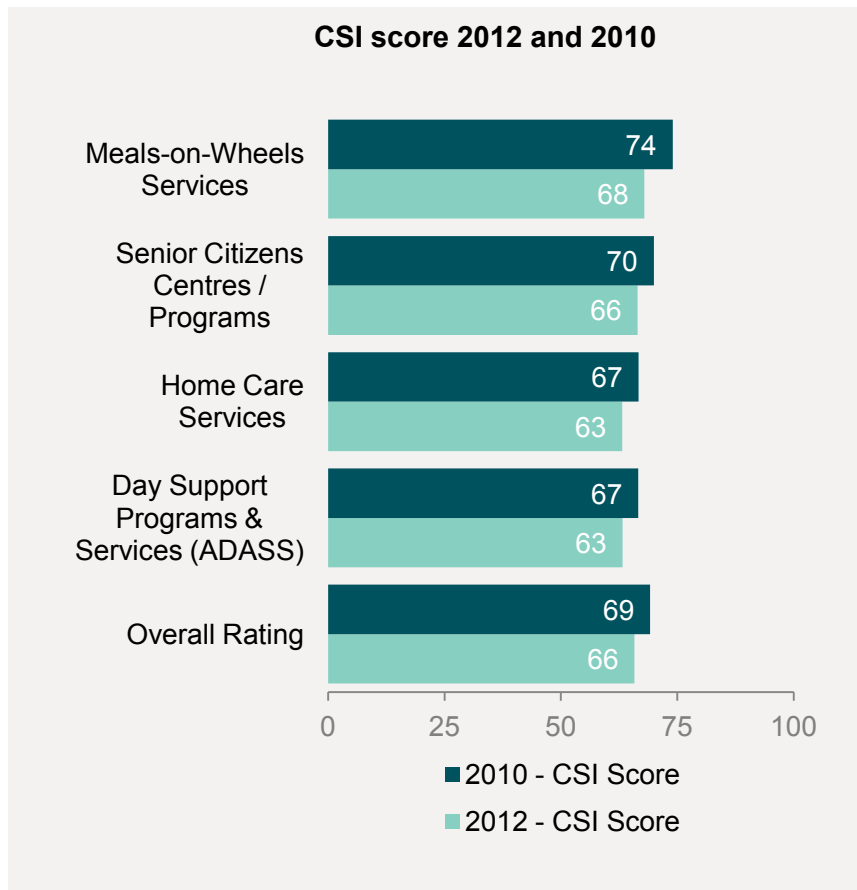


The overall score of children and family services declined by 8 points in 2012. This is echoed across each attribute in particular; services to youth and kindergartens. Residents under the age of 40 had the lowest satisfaction levels with an overall CSI score of just 22.

The score is below the Victorian rural average of 62.

\* There was an error in the 2010 childcare score which means the 2012 score is not comparable.

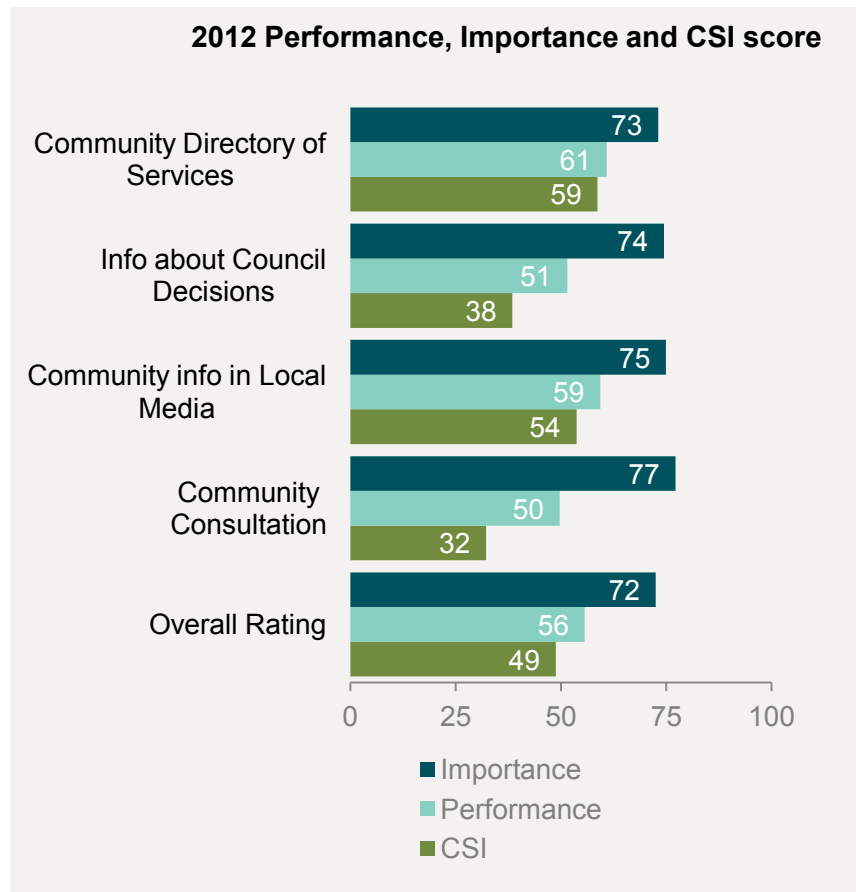
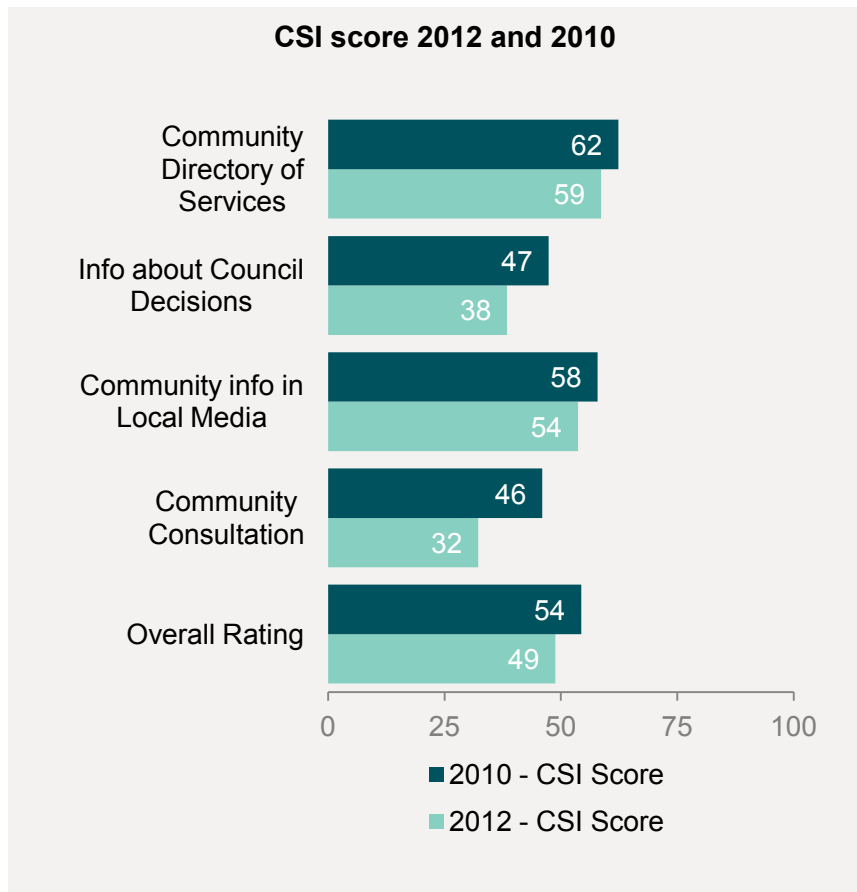
# Home Care services - overall CSI compared to 2010 and breakdown of performance/importance for 2012



The overall score for home care services decreased slightly in 2012. This reflected the trend across each of the individual aspects of this service.

The overall score is below the Victorian rural average of 71.

# Information Services - overall CSI compared to 2010 and breakdown of performance/importance for 2012



The overall satisfaction score for information services fell in 2012, driven by large falls in the satisfaction of community consultation and information about council decisions.

The overall score is below the Victorian rural average of 58.

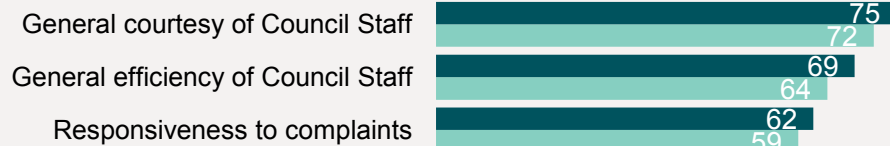


# Detailed Findings

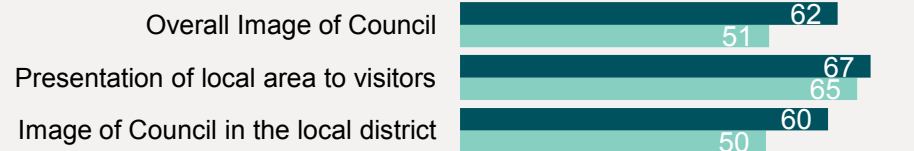
## Corporate Services and Image

# Satisfaction scores with Council Corporate Services

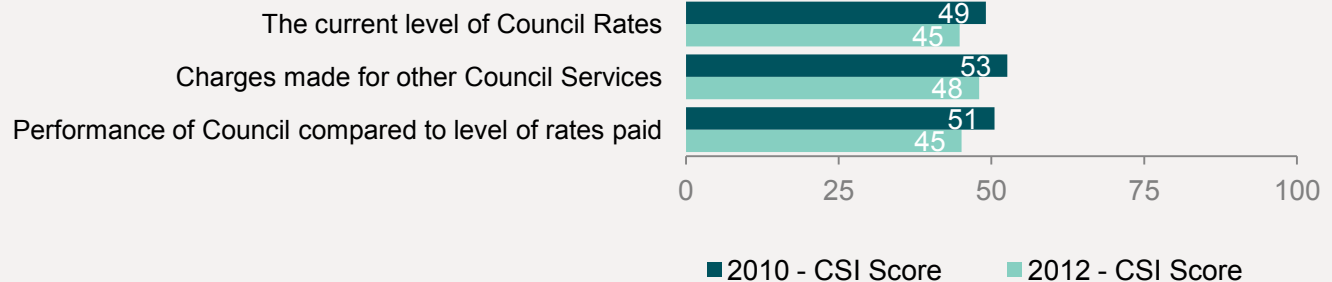
## Council Staff



## Council's Image



## Value for Money



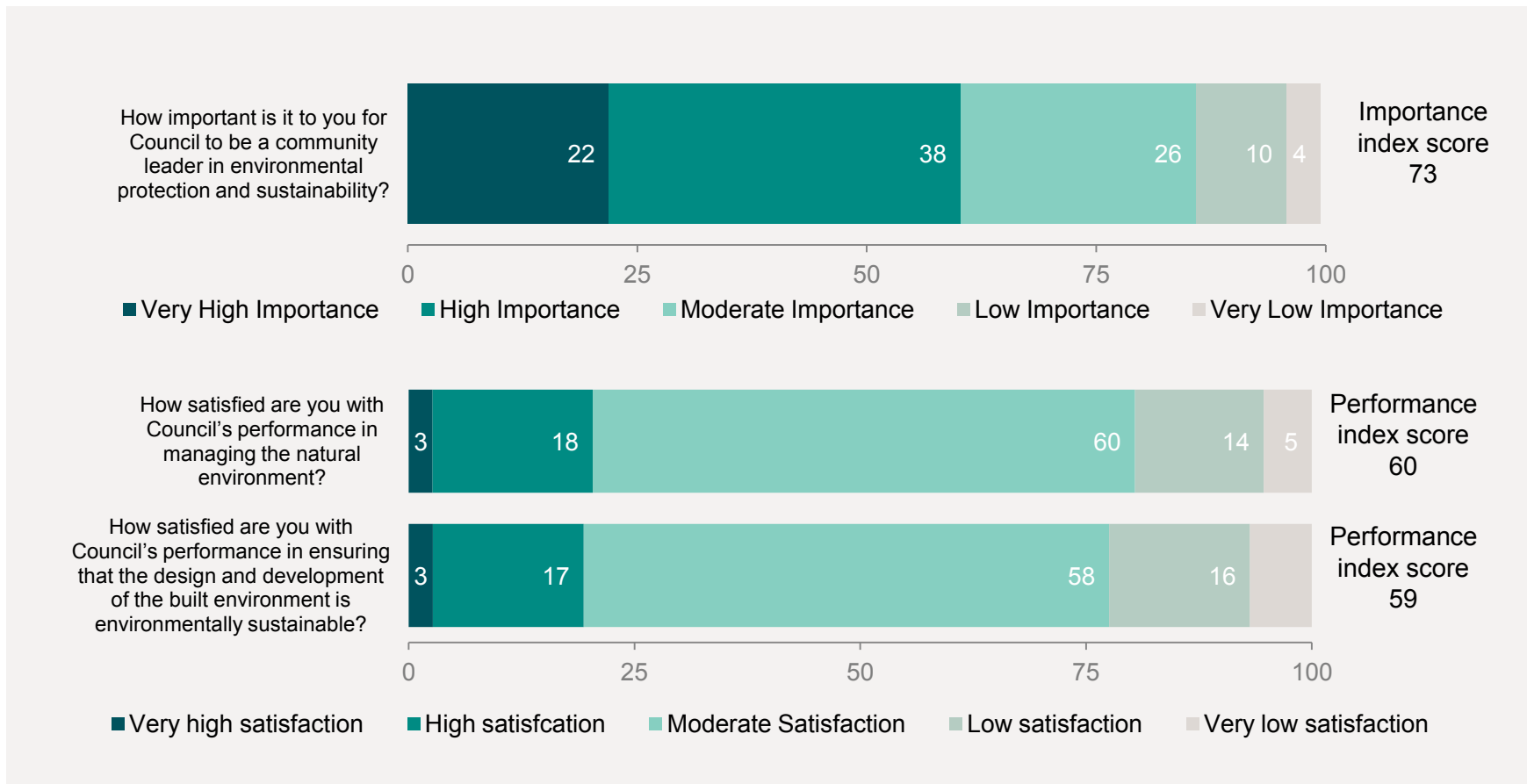
The general courtesy & efficiency of council staff is the area in which residents are most satisfied, however overall satisfaction across every aspect of council services has decreased since 2010. the most significant shift concerned council's overall image which has declined by 11 points in two years.

The overall corporate satisfaction score of 55 is well below the Victorian rural average of 63.

# Detailed Findings

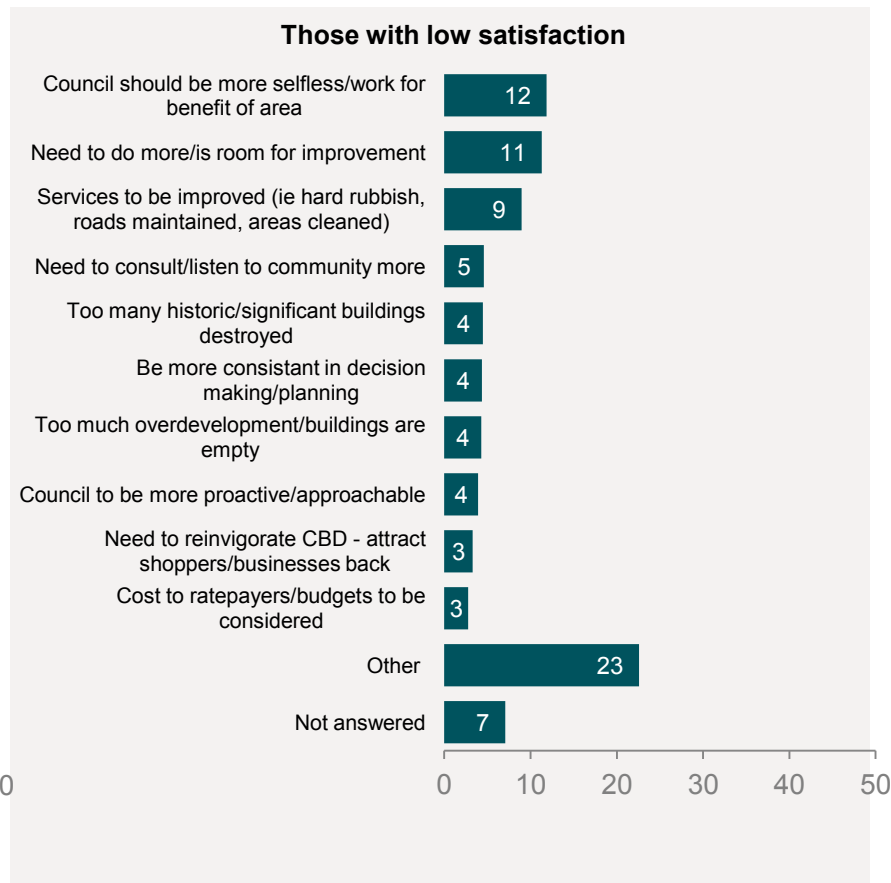
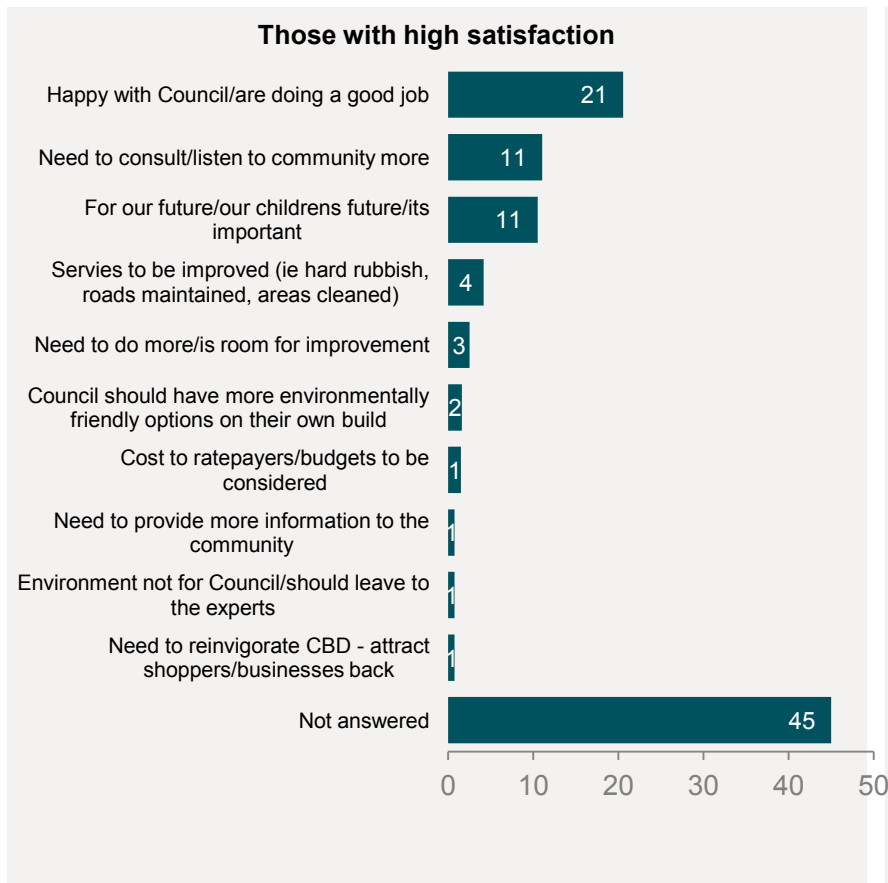
General issues – additional questions

# 60% of residents consider it highly important that council is a community leader in environment and sustainability management



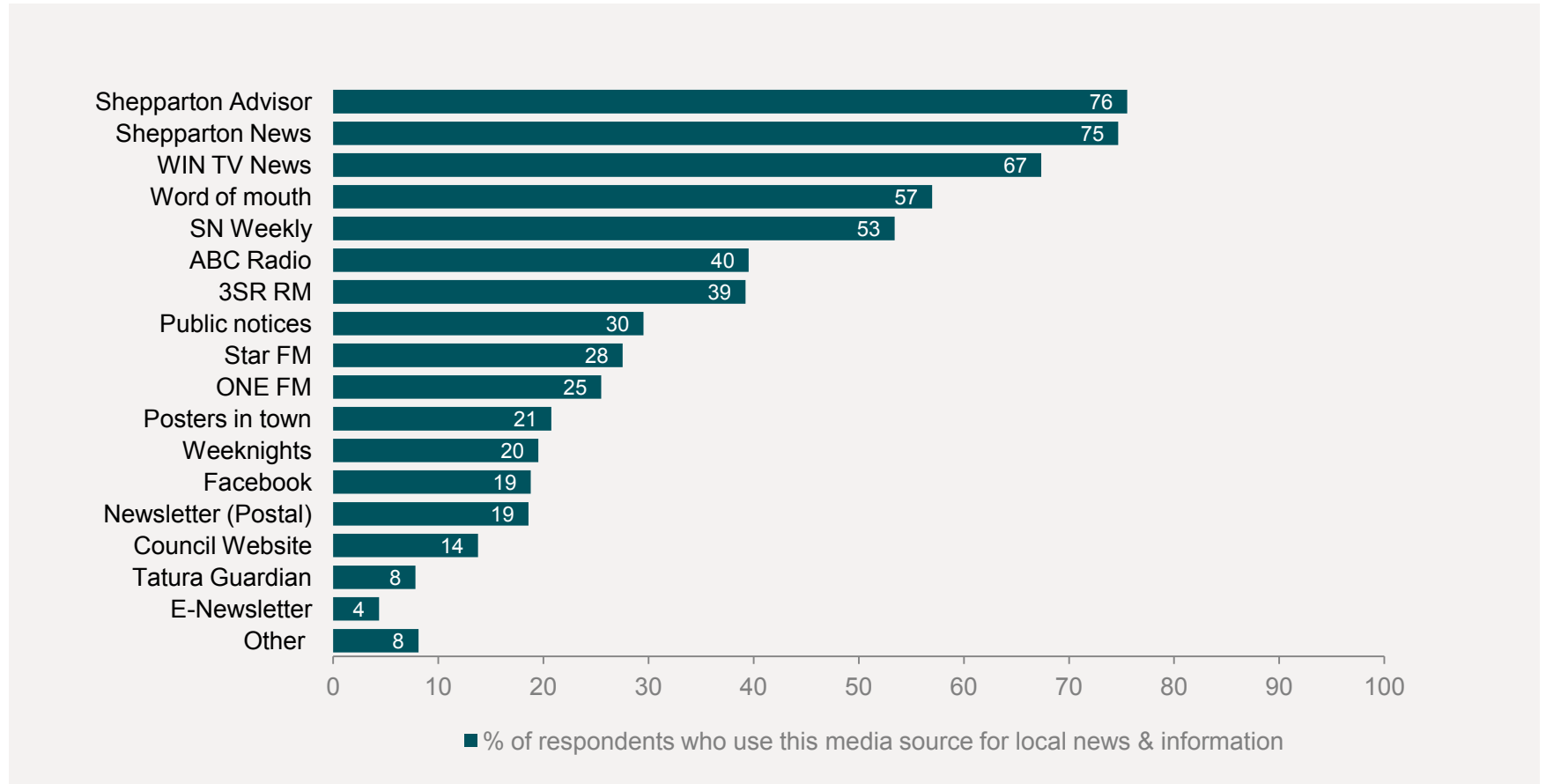
However, in contrast almost 60% of Shepparton residents are only moderately satisfied with council's current performance in the area of environmental protection and sustainability.

# Reasons for satisfaction levels in council's sustainable design and development of the built environment.



Amongst those with high satisfaction, the largest proportion (a fifth) simply said they were happy with councils current activity in this space. For those with low satisfaction, the most common reason given was that a more selfless approach to sustainability could be exercised. More specific examples included improvements needed to services (e.g. road maintenance) and historic buildings being destroyed.

# 3 in 4 residents rely on local newspapers for news and information



The Shepparton Advisor & Shepparton News are the most common source of local news and information. Word of mouth is also a primary information source amongst the community however online sources are still relatively under utilised.

# Demographics



# Sample Characteristics

Gender, Age and Nearest Town



Sample sub-segment	% of sample (unweighted)	# in sample
Male	40%	144
Female	54%	193
No response	6%	23
<b>Age</b>		
18 to 25	2%	6
26 to 39	9%	33
40 to 59	38%	136
60 +	48%	174
No response	3%	11
<b>Nearest Town</b>		
Shepparton	48%	171
Mooroopna	15%	53
Other Township	25%	90
Tatura	9%	33
No response	4%	13

Total sample = 360 Please note that percentages have been rounded, and may not equal 100%.



# Index Calculation Methodology



There are 3 main index measures in this survey

## 1. Importance index

- ▶ Respondents were asked to indicate the level of importance they attached to each service ranging from a score of 1 for very low to a score of 5 for very high importance.
- ▶ The average score for each service is multiplied by 20 to give an index score out of 100.

## 2. Performance index

- ▶ Respondents were asked to indicate their satisfaction with the council's performance for each service ranging from a score of 1 for very low to a score of 5 for very high.
- ▶ The average score for each service is multiplied by 20 to give an index score out of 100.

## 3. Community Satisfaction Index

- ▶ The CSI is an index derived from the importance and performance indices. It is best thought of as a performance index weighted according to the importance applied by each respondent. For example: When a respondent indicates that they place a high Importance on Parks but a lower Performance rating, a low Community Satisfaction Index will result. On the other hand, if a respondent applied a Low Importance rating, but a High Performance rating, this would result in a higher CSI score. It is designed to give a score out of 100 with a score of 100 indicating 100% satisfaction.

Campaign. Intelligently

# Greater Shepparton Disability Advisory Committee Minutes

1:00pm Friday 23 March 2012

**Chairperson:** Camuran Albanoi **Note Taker:** Louise Dwyer

**In attendance:** Bryan Oehm, Cr Jenny Houlihan, Tony Bell, Leah Ross, Barry Kruse, Pam Marshall (Rural Access Officer) Louise Dwyer (Access & Inclusion Officer) Sally Rose (Acting Aged and Children's Services)

**Apologies:** Ron (Tiny) Harrison

Item No.	Description	Action
1	<b>Welcome, introduction apologies.</b> Camuran welcomed Sally Rose and Mark Georgio (Centrelink – DHS)	
2	<b>Assemblies of Councillors</b> <ul style="list-style-type: none"><li>• Disclosures of conflict of interest</li></ul> <b>Reminder:</b> Local Government rules state if there is a Councillor present at a meeting, the Councillor must disclose a conflict of interest with any items on the Agenda	<b>NIL</b>
3	<b>Adoption of previous minutes – February 24 2012</b> Moved: Bryan Oehm Seconded Cr Jenny Houlihan All in favour. Carried	<b>Louise to enter previous minutes on the Assemblies of Councillors register</b>

<p>4</p> <p>4.1</p> <p>4.2</p> <p>4.3</p> <p>4.4</p> <p>4.5</p> <p>4.5</p> <p>4.6</p> <p>4.7</p>	<p><b>Correspondence:</b> <b>Outgoing :</b></p> <ul style="list-style-type: none"> <li>Letter to Council regarding Hoist facility in CBD</li> <li>Letter to Council regarding Queens Garden's Toilet complaint</li> </ul> <p><b>Incoming:</b></p> <ul style="list-style-type: none"> <li>Invitation to Harmony Day – Camuran reported that this event was very successful. Dr Frank Purcell from Interfaith chaired the meeting. Camuran reported that Shepparton was one of the most successful multicultural communities within Australia. Pam and Sally requested to be kept up to date with feedback and progress.</li> </ul> <p><b>Reports:</b> Parking sub-committee (PSC) report.</p> <ul style="list-style-type: none"> <li>Louise distributed Council's parking program update which Darren Buchanan submitted.</li> <li>V/line car park – V/Line have addressed complaint regarding car park and remarked lines as requested</li> <li>David reported on the Lister House (Nixon St) project. PSC recommends that the Lister Street project be priority 1 if the quote comes in under budget. If not, PSC recommends that the Lister House project be first priority in the 2012/13 budget and Darren to continue on with other projects on the DAPB report.</li> <li>Moved David Harcoan, Seconded Bryan All in favour Carried</li> <li>Pam met with Mark McDonnell (Council Parking Officer) and discussed concerns raised from public regarding DAPB's. Pam suggested parking officer to attend PSC meetings or DAC representative to attend parking meetings.</li> </ul>	<p>Louise will follow up on Council's response and feedback to DAC at next meeting</p> <p>Camuran to feedback progress in relation to multiculturalism to the DAC</p> <p>Presented by David Harcoan</p> <p>Louise to inform Darren Buchanan of DAC's recommendations</p> <p>Louise to organise meeting with Lorraine Taylor and Mark (Parking Officers) to discuss concerns</p>
<p>5</p> <p>5.1</p> <p>5.2</p> <p>5.3</p>	<p><b>Deferred items from October meeting</b> <b>Villa Maria Resource Kits</b></p> <ul style="list-style-type: none"> <li>Pam has received no response from Villa Maria in relation to eligibility for resource kits</li> </ul> <p><b>ANZ update on ramp</b></p> <ul style="list-style-type: none"> <li>Louise has received correspondence from a structural engineer employed by the ANZ bank who reported that proposed plans</li> </ul> <p><b>ACLatch Update</b></p> <ul style="list-style-type: none"> <li>Louise presented final draft of signage to DAC for feedback.</li> </ul>	<p>Louise will continue to monitor progress and report to DAC</p>

5.4	<p><b>Silent Morning tea</b></p> <ul style="list-style-type: none"> <li>• Louise will promote disability awareness amongst Council departments by hosting a silent morning tea. This will give staff an awareness of people living with complex communication needs.</li> </ul>	
5.5	<p><b>Shepparton Art Museum (SAM) Update</b></p> <ul style="list-style-type: none"> <li>• SAM project staff is aware that there are access concerns with the step outside the main entrance. Louise is in communication with staff to ensure a clearer visibility strip is located on the step and appropriate painting is completed</li> <li>• Louise has also raised concerns about the contrasting strip which connects Eastbank to the Council Customer Service area</li> </ul>	<p><b>Louise to write letter to Council in support of the need for this facility.</b></p>
5.6	<p><b>Deakin Reserve seating</b></p> <ul style="list-style-type: none"> <li>• Mark Lambourne has informed Louise that the project is progressing well. Mark would like to meet with interested DAC members to discuss proposed DAPB and path to new seating area.</li> <li>• David Harcoan and Bryan Oehm interested in attending site meeting</li> </ul>	<p><b>Louise to schedule meeting for 19 April 1.30 onsite.</b></p>
5.7	<p><b>Parenting Forum</b></p> <ul style="list-style-type: none"> <li>• Sally reported that plans are being finalised in relation to details of the proposed parenting forum.</li> <li>• The forum is hoped to target mental health issues our region is currently experiencing</li> </ul>	<p><b>Sally/Simon will feedback to DAC when further information is available.</b></p>
5.8	<p><b>Social Connections (SC)Transport</b></p> <ul style="list-style-type: none"> <li>• Sally responded to Bryans request to investigate changes to transport of clients.</li> <li>• Sally explained that if clients or their Carers are inconvenienced by any of the changes to transport, to contact Janet young (SC Coordinator) to arrange an alternative agreement.</li> </ul>	
5.9	<p><b>Maintenance of change rooms at Aquamoves</b></p> <ul style="list-style-type: none"> <li>• Sally reported that Simon had spoken with Tony Tranter (Manager of Aquamoves) and discussed concern</li> <li>• Tony explained that change rooms are cleaned daily and staff (including lifeguards) check on a regular basis.</li> <li>• Tony will continue to monitor the maintenance of the change rooms.</li> </ul>	

<p>5.10</p>	<p><b>Physical Disability Council of Victoria (PDCV)</b></p> <ul style="list-style-type: none"> <li>• Louise met with Peter Rice from the Physical Disability Council of Victoria.</li> <li>• The PDCV would like to host a forum up here in Shepparton. They have already hosted a forum in Ballarat, Warrnambool, Mildura, Sale and Bendigo</li> <li>• Pam suggested we coincide forum with International Day of Person with a Disability. Date suggested is 23 November 2012.</li> <li>• The Physical Disability Council lobby government for changes to improve access.</li> <li>• This also covers employment and housing</li> </ul> <p><b>Wheelchair Basketball Tournament Access along Benalla Road</b></p> <ul style="list-style-type: none"> <li>• Louise has met with Council Engineers and sited proposed plans which will include pedestrian access along Benalla Road from Shepparton Market Place to the Roundabout at Doyles Road</li> <li>• This will improve access for this area</li> <li>• Louise presented proposed plans and invited feedback from DAC members.</li> </ul> <p><b>Golf Drive Footpath access, Shepparton</b></p> <ul style="list-style-type: none"> <li>• Louise and Noela conducted an informal audit on the area concerned.</li> <li>• Slideshow presentation forwarded to relevant Council staff which raises access concerns</li> </ul> <p><b>Equality</b></p> <p><b>Mobility Map Audit – CBD</b></p> <ul style="list-style-type: none"> <li>• Louise, Tiny and Tony conducted an informal audit on the CBD with Sharlene Putman</li> <li>• Slideshow presentation forwarded to relevant Council staff which raises access concerns</li> </ul> <p><b>Public Transport Ombudsman Visit</b></p> <p><b>River Connect – Jordan’s Bend</b></p> <p><b>Welsford Street pedestrian crossing (behind Aldi Car park)</b></p> <p><b>Kidstown accessibility improvements</b></p>	<p><b>Louise will inform PDCV of proposed date for forum.</b></p> <p><b>Louise to submit plans to DAC when they become available</b></p> <p><b>Louise will monitor progress and report to</b></p> <p><b>Louise will monitor progress and report to DAC DAC</b></p>
<p>6</p>	<p><b>General Business:</b></p>	

6.1		
6.2		
7.	<p><b>Thomas Hayes – Cycling Strategy</b></p> <ul style="list-style-type: none"> <li>• Thomas Hayes and David Barraclough have requested to meet with the DAC and discuss the proposed Cycling Strategy.</li> <li>• Draft will be sent to DAC prior to meeting to brief in preparation for meeting</li> </ul>	
8.	<p><b>Meeting Closed:</b> 3.20pm  <b>Next Meeting:</b> 27 April 2012 1:00pm  (PSC meeting 12.00pm – all invited)  <b>Location:</b> Council Boardroom  <b>Chair person:</b> Camuran Albanoi  <b>Deputy Chairperson:</b> TBA</p>	

# MINUTES

## Greater Shepparton Older Persons' Advisory Committee

Friday 13 April 2012

Goulburn Room (upstairs adjacent Boardroom)

12 noon until 2pm (light lunch provided)

**Invitees:** Cr. Cherie Crawford, Lyn Bailey, Mr Kevin Bertram, Mr. Eric Farrow, Mr. Hugh Hutchison, Mr. Albert Kellock, Angie Seca, Terri Wyatt, Teri Bennet-Meyer Council Officer

**Chairperson this meeting:** Cr Cherie Crawford

**Apologies:** Terry Wyatt, Kevin Bertram, Louise Dwyer

Item	Description	Outcomes
1.	<b>a) Welcome / Apologies</b> Declaration: Any conflict of Interest in any matters on this agenda to be declared here.	<b>a)</b> NIL conflict of interest declare Previous Minutes read and confirmed Moved: Lyn Bailey Seconded: Ange Seca
2.	<b>Guest Speakers: Council Officers Thomas Hayes and David Barraclough</b>	<ul style="list-style-type: none"><li>• Cr Crawford welcomed guest speakers Council Officers Thomas Hayes and David Barraclough</li><li>• Thomas and David introduced themselves and made a presentation to the OPAC in relation to Council's Cycling Strategy</li><li>• The presentation was very interesting and well received by members</li><li>• Thomas and David requested feedback from the OPAC in relation to the strategy</li><li>• Generated a good discussion.</li><li>• Cr Crawford keen for service clubs to be involved</li></ul>
3.	<b>Outstanding Items</b> a) Shepparton Seniors Citizens Centre meeting with members to identify shared goals and initiatives	<b>a)</b> Deferred until next meeting <b>b)</b> DAC and the Library are also working on this project and further activity is happening in the background. Louise will keep OPAC updated on progress



Item	Description	Outcomes
	b) Letter to Council outlining concerns re lack of public toilet facilities in Fryers Street	
4.	<p><b>Correspondence</b></p> <p><b>IN</b></p> <ul style="list-style-type: none"> <li>a) Greater Shepparton Cycling Strategy 2012-2016 Discussion Paper</li> <li>b) Letter of thanks from Helen Bertram re Bus Shelter</li> <li>c) Participation for CALD Seniors grants program</li> <li>d) GV Pregnancy Support – supporting grandparents</li> <li>e) GV Regional Library – Know Your Community Sessions</li> </ul> <p><b>OUT</b></p> <ul style="list-style-type: none"> <li>f) Letter to Helen Bertram regarding Council progress on bus shelters in Mooroopna</li> </ul>	<ul style="list-style-type: none"> <li>a) Discussed at length as per item 2</li> <li>b) Response from Council re bus shelter. Louise will organise a media release when Council works have been completed.</li> <li>c) Members to take out to their respective contacts for consideration <ul style="list-style-type: none"> <li>• Albert and Lyn keen for funding support for Seniors Festival in October. Louise to contact Albert and Lyn and coordinate meeting this week to discuss this opportunity and also to identify best platform for such event to be organised. Teri recommended discussion with Kristie Welch (Aged and Children’s Services) before she goes on leave to find out who will be replacing her.</li> </ul> </li> <li>d) No further action</li> <li>e) Teri encouraged members to speak at July meeting</li> </ul>
5.	<p><b>Industry Updates</b></p> <ul style="list-style-type: none"> <li>a) Greater Shepparton City Council considering joining Age Friendly Cities Network</li> </ul>	<ul style="list-style-type: none"> <li>a) Draft letter to Mayor and Councillors regarding Ageing Friendly Cities. OPAC seeking Council’s support for Aged Friendly City Status for the City of Greater Shepparton. OPAC supported draft letter. Moved Lyn Bailey; Seconded Hugh Hutchinson. Unanimous.</li> </ul>
6.	<p><b>Education Opportunities</b></p>	<ul style="list-style-type: none"> <li>• Teri distributed flyers and handouts for upcoming opportunities. A number of members want to attend ‘Active Ageing Network Forum’ in Melbourne on Monday 28 May 2012. Attending Cr Crawford, Lyn Bailey, Angie Seca, Eric Farrow. Louise will book and pay from Older Person’s Advisory Ledger. Interest also shown for COTA for older Australians ‘Challenging Ageing’ – 4 sessions. Louise will look into whether this can be organised for Shepparton.</li> </ul>

Item	Description	Outcomes
7.	<b>Funding Opportunities</b> a) Community Matching Grants Scheme	a) Applications close Monday 23 April 2012 5.00pm
8.	<b>Feedback (from each committee member)</b>	<p><b>Albert Kellock</b> – Albert will be away 25 April to 4 May (so will be at May meeting) then will head north from 17 May until 30 September. He also attended Public Transport Ombudsman (PTO) session but was disappointed he had to leave early as he missed the V/Line presentation</p> <p><b>Angie Seca</b> – Nothing to report (left meeting early due to CWA event on at the same time)</p> <p><b>Lyn Bailey</b> – Lyn disappointed she found out after the event that Bronwyn Bishop was in town and conducting a senior's forum. No other news. Supported letter going to Sharman and cc Bronwyn</p> <p><b>Eric Farrow</b> – Eric provided update to Lyn's previous enquiry about line markings missing on road at Mooroopna. Essentially, if there are no road markings and two lanes of cars heading in the same direction, the car in front has right of way (no lines – nose rules). Eric also provided feedback from Moira Roadsafe meeting – Recharge Scheme in Wodonga; a point that was expected to have heaviest traffic and use has not been used once. Unclear why. Also, insurance is becoming an issue for seniors who are choosing to downsize their housing. Issues arising for residents moving into new housing in flood overlay areas. OPAC may need to provide advocacy role?? Also recent review suggested that Shepparton as an area has recorded very high levels of drugs being found in cars.</p> <p><b>Hugh Hutchinson</b> – Nothing to report</p>
9.	<b>Marketing, promotion and media</b> a) Mooroopna Bus Shelter b) Media Consent forms	a) Public relations opportunity in relation to Mooroopna Bus Shelter. Louise and Rosemary Scott to coordinate media opportunity with Helen Bertram, OPAC members and Joe Fichera to promote OPAC's role in taking up Helen's cause to have bus shelter installed. b) Media consent forms signed and returned. Teri reported that OPAC is now on the Council website.

Item	Description	Outcomes
10.	<b>Community Engagement Opportunities</b> a) Possibility of community meetings that could be attended for promotion b) Library meetings	a) Held over b) Representative from OPAC invited to attend the July monthly meeting
11.	<b>Local Developments and Projects</b> a) Public Transport Ombudsman Visit	a) Louise provided a written summary of the event. Albert spoke to this event. He confirmed it was good to know such a group existed to take up these causes
12.	<b>Older Person's Advisory Committee Projects</b> a) Community Services Directory b) Supporting Murrindindi Project	a) Covered in the 'special meeting' prior to today's regular OPAC meeting. b) Judy Pay resigned from the Murrindindi Shire. New Manager is Naomi McNamara. Wait for new Committee to invite OPAC to visit and talk to their group.
13.	<b>Older Person's Advisory Committee Advisory Group Updates</b> a) Community Safety Group b) Shepparton Botanic Gardens Group	a) No meeting held since last OPAC. b) Group progressing really well. Members have visited key sites such as in Cranbourne. Great work being done.
14.	<b>Positive Ageing Strategy Actions Updates</b>	October summary. Louise has listed timelines and responsibilities. Members to work through these at the next meeting. Louise to agenda for next OPAC.
15.	<b>New Business</b> a) Telstra b) Letter to Sharman Stone c) Letter to Local Politicians d) OPAC membership e) Website Photos f) OPAC contact list g) OPAC membership recruitment letter h) Term of Reference	a) Louise to construct letter to Telstra regarding phone directory. Letter to be signed by Older Person's Advisory Committee chair Cr Crawford and to reflect disappointment in current format of latest issue which does not meet needs of ageing population who are still not widely accessing internet. b) Louise to construct letter to Sharman Stone regarding recent visit by Bronwyn Bishop and lack of courtesy of notification to Older Person's Advisory Committee. To be signed by Older Person's Advisory Committee chair Cr Crawford. Send to be copied to Bronwyn Bishop on Cr Crawford request. c) Also another letter to go to other local politicians highlighting the existence and purpose of the Older Person's Advisory Committee. d) Concern about low membership and meeting participation due to Albert's leave, and Kevin's pending resignation from committee. Cr Crawford

Item	Description	Outcomes
		<p>also concerned about the lack of diversity on</p> <ul style="list-style-type: none"> <li>e) Louise to coordinate all Older Person's Advisory Committee members to have individual photo taken and contact details to go on website. (Forms signed and returned).</li> <li>f) Louise to coordinate a laminated contacts list for Older Person's Advisory Committee members with each other's phone contact details on it – for members only.</li> <li>g) Cr Crawford would like letter to go out but Terms of Reference (TOR) will need to be amended to reflect increase in membership. Eric also keen for potential members to undergo same interview process as they had. Louise to find out whether Older Person's Advisory Committee has to have TOR approved by Council or their own membership. Current TOR needs to be updated to remove wording from bottom that says drafted November 2010 ... this is current version.</li> </ul> <p>Meeting closed 1.35pm.</p>
16.	<p><b>Next Meeting: Friday 11 May 2012</b>  <b>12pm – to 2pm</b>  <b>Goulburn Room</b></p>	

**RiverConnect Implementation Advisory Committee**  
**Meeting 2012-02**  
**MINUTES**

**Meeting: 1.00pm Wednesday 18 April 2012**

Location: Board Room Council Offices.



**Attendees:** Michael Polan (Chair) , John Gray (Deputy Chair), Janet Gill Kirkman , Carl Walters, , Bruce Cumming, Rod McLennan, Wendy D'Amore, Amy Jones, Bonny Schnorrenberg, Renee Ashmore.

**Guests:** Tom Hayes, Kevin Jones, David Barraclough, Brian Dohnt (PV Proxy)

**Apologies:** Lee Joachim, Bruce Cumming, Dennis Patterson, Marian Lawless, Amanda Tingay.

**Not in Attendance:** Luke Brock, Jim Gow

## 1. Standard Items

Item No	Description	Action
1.1	Welcome  Declaration of Conflicts of Interest	
1.2	<b>Previous Meeting</b>  Approval of last meeting Minutes <p style="margin-left: 40px;"><b>Moved:</b> Wendy D'Amore <b>Seconded:</b> Bruce Cumming</p> <p><u>ANU/RMIT project</u>  Sixrospective invitations to be emailed out to committee. <b>Completed</b>  Members to consider further funding opportunities. <b>Completed</b>  Renee to investigate how RC funds can be distributed. <b>Completed</b></p>	
1.3	<b><u>Correspondence</u></b>  Out- <ul style="list-style-type: none"> <li>• Thank you letter to Sue Hunt</li> </ul>	

## 2 General Business

2.1	<b>Greater Shepparton Cycling Strategy</b> - Presentation by Tom Hayes, Kevin Jones and David Barraclough. 25 minutes Power point presentation outlining the discussion paper (as circulated) and the process for strategy development	<i>Members to provide any further feedback to Tom Hayes.</i>
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Circulation RCIAC Members: Michael Polan, Bruce Cumming, Carl Walters, John Gray, Bruce Wehner, Lee Joachim, Dennis Patterson, Rod McLennan, Wendy D'Amore, Luke Brock, Julie Salomon, Kayelene Kuch, Jim Gow, Amy Jones, Janet Gill Kirkman, Marian Lawless, Bonny Schnorrenberg, Renee Ashmore. Corresponding Members: Deb Wilkinson, Wayne Tennant, Tina Zappala , Georgina Beasley, Rachel Spokes.

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including community consultation.

Discussion relating to:

- o Strong support for path extensions as outlined in RC Strategic Plan
- o Grading of paths
- o General safety and use of existing paths and roads.

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## 2.2 **RiverConnect Festival Update – Renee**

General overview on event and promotion provided.

Discussion and input regarding

- Chris Norman MCing event
- Guided Walk – Neville Wells, Rolf Webber or Don Roberts.
- Aboriginal Talking Circles – Speak with Bruce Wehner before following up with YYNAC.

The website will also be launched at event.

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## 2.3 **RiverConnect, ANU and RMIT Project Update – Rod**

The first and second field visits have been successful with the third trip planned for 25/4 – 29/4 and forth 27/6 – 1/7. Some works are already being produced.

Exhibition dates are 13 Sept to 24 October at Shepparton Art Museum.

Need to enhance exposure to the project through various mediums including websites.

Funding opportunities through Council Matching Grants Scheme, Murray Darling Basin Authority, Goulburn Broken CMA and RiverConnect.

Goulburn Valley Environment Group has been extremely supportive.

Thanks again to all those involved in project.

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## 2.4 **RiverConnect Strategic Plan Overview - Renee and Bonny**

Updates and comments regarding Strategic Plan Actions for 2011/2012 financial.

Suggestions and discussion regarding 2012/2013 Action Programs in addition to annual or ongoing projects included:

Connecting Community

- Shepparton Weir for improving River access - 7A
- Improving disabled river access at Tom Collins Drive, 11D and Jordan's Bend, 11A
- Access maps, all 12. Priority would be 12B – security status of pathways etc
- Signage Strategy incorporating walk paths distance, existing paths, significant areas highlighted and flood information.
- Council is contribution funding to Goulburn River Valley Tourism which may link with 17 – links with tourism organisation to identify future opportunities.
- Stage Murchison to Shepparton Canoe event – 21.

*Renee to incorporate suggestions into 2012/2013 action plan where able and list on Agenda for discussion at next meeting*

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Circulation RCIAC Members: Michael Polan, Bruce Cumming, Carl Walters, John Gray, Bruce Wehner, Lee Joachim, Dennis Patterson, Rod McLennan, Wendy D'Amore, Luke Brock, Julie Salomon, Kayelene Kuch, Jim Gow, Amy Jones, Janet Gill Kirkman, Marian Lawless, Bonny Schnorrenberg, Renee Ashmore. Corresponding Members: Deb Wilkinson, Wayne Tennant, Tina Zappaia, Georgina Beasley, Rachel Spokes.

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#### Connecting Environment

- 2A – Tassicker’s (involve adopt a reach school) & 2B - Council owned land assessments
- 3 – Gemmill’s Swamp master plan

### 3. Reports

#### 3.1 Land Management Working Group – Brian Dohnt/Bonny Schnorrenberg

- Mooroopna Common is now open for wood collection
- Controlled burn at Mooroopna Common on 18 April.
- Barmah River rose again recently
- Expressions of Interest out for National Tree Day. Apply for trees through Council Environment and Sustainability Branch
- Junior Ranger School holidays Seek, Explore, Find program
- Spotlight walks Jan – April 2012 have held 10 walks with 168 people attending.
- Clean up Australia Day events now on Sunday 22 April
- Plantings to occur at Gemmill’s Bioremediation wetland.

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#### 3.2 Education Working Group – Bonny Schnorrenberg

See attached to Combined Project Officer report.

- New adopt a reach map has been developed

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#### 3.3 Aboriginal Action Group – Renee Ashmore

- Walks in Greater Shepparton Booklet and signage
- RC Festival
- YYNAC hosting Brown University (USA) during April for recording of traditional knowledge

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#### 3.4 Communications Working Group – Bruce Cumming

- RiverConnect Festival, 29 April 2012. Developing program and promotion.
- Website Live.
- Strategic Plan and merchandise purchases.

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#### 3.5 Project Officers – Renee and Bonny (see Combined Project Officer written report)

### 4. Other General Business

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- **4.1 Strategic Plan Report/Budget**

Opportunity to incorporate General expenses indicative budget into 2012/2013 action program and RiverConnect end of 2011/2012 report.

- **4.2 RiverConnect Project Officer Maternity Leave position**

Renee finishes on Friday 18 May. No decision has yet been made regarding the RiverConnect Project Officer Maternity Leave position. Once a decision has been reached the RiverConnect Implementation Committee will be notified.

***Action: Amy to email RC IAC to update on position once known.***

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***Meeting concluded: 2.50 pm Next Meeting: Wednesday 20 June 2012 1pm-3pm***

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## Assemblies of Councillors

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### **Name of Meeting Art Gallery Advisory Committee**

**Date of Briefing:** 18 April 2012

**Attendees** (including those who may have only attended for part of the briefing):

Councillors:

Michael Polan

Cr Polan

Officers:

Ryan Johnston – Acting Director

Sheron Stevens – Administration Officer

**Disclosures of Conflicts of interest: NIL**

Councillors:

Officers/Contractors:

**Matters Considered:**

Redevelopment – Shepparton Art Museum

Friends of Shepparton Report

Exhibitions

**Additional Matters Raised (if any):**

**Outcomes:**

## Record of Assembly of Councillors

Record in accordance with section 80A(1) of the *Local Government Act 1989*

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Name of meeting: **Short Discussion Session**

Date of meeting: **23 April 2012**

### Attendees

Councillors: Cr Polan, Cr Crawford, Cr Houlihan, Cr Muto, Cr Hazelman, Cr Ryan

Staff: Gavin Cator, Dwight Graham, Peter Harriott, Julie Salomon Sharlene Still, Russell Parker, Ryan Johnston, Colin Kalms, Claire Tarelli, Geraldine Christou, Andrew Dainton, Anna Janson, Majenta Rose, Tammi Rose, Sally Rose, Wendy Clark, David Woodhams, David Wilson, Rosemary Scott (not all officers were present for all items)

### Matters discussed

1. Regional Land Use Strategy
2. Sister City Relationship, Korce Albania
3. Universal Access – 15 Hours of Kindergarten
4. Peppermill Poker Machine Application
5. 2012-2013 Rates and Charges Modelling
6. Budget Community Consultation
7. Sam Jinks Exhibition

### Conflict of Interest Disclosures

Matter No	Names of Councillors who disclosed conflicts of interest	Did the Councillor leave the meeting?
	Nil	

*[Note: Details of matters discussed at the meeting that have been designated confidential under section 77 of the Local Government Act 1989 are described in a separate "confidential addendum" that will be reported to the next closed Council meeting]*

## Record of Assembly of Councillors

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Name of meeting: **Short Discussion Session**

Date of meeting: **1 May 2012**

### Attendees

Councillors: Cr Polan, Cr Crawford, Cr Houlihan, Cr Hazelman, Cr Ryan

Staff: Gavin Cator, Dwight Graham, Peter Harriott, Julie Salomon, Dean Rochfort  
Sharlene Still, Russell Parker, Braydon Aitken, Brendan Gosstray, Carrie Donaldson, Anthony Nicolaci, (not all officers were present for all items)

### Matters discussed

1. Shepparton Showgrounds
2. Tatura Street Tree Mediation
3. Planning Application – Dwelling Undera
4. Italian War memorial sponsorship
5. Desk Top emergency training exercise
6. GV Hockey Association
7. Notre Dame Collage Uniform Shop Planning Application
8. Signage Enforcement
9. Albanian Sister City Visit
10. Freight Logistics Centre

### Conflict of Interest Disclosures

Matter No	Names of Councillors who disclosed conflicts of interest	Did the Councillor leave the meeting?
7	Cr Polan	Yes

*[Note: Details of matters discussed at the meeting that have been designated confidential under section 77 of the Local Government Act 1989 are described in a separate "confidential addendum" that will be reported to the next closed Council meeting]*

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Name of meeting: **Short Discussion Session**

Date of meeting: **8 May 2012**

### Attendees

Councillors: Cr Polan, Cr Crawford, Cr Houlihan, Cr Hazelman, Cr Ryan, Cr Dobson, Cr Muto

Staff: Gavin Cator, Dwight Graham, Julie Salomon, Dean Rochfort, Russell Parker, Sharlene Still, Majenta Rose, Wendy Clark, Tammi Rose, Rosemary Scott, Jane Still, Anita Bourke, Colin Kalms, Claire Tarelli, Caroline Smith, David Wilson, Lorraine Taylor (not all officers were present for all items)

### Matters discussed

1. Draft 2012-2013 Budget Document
2. Tatura Milk Industries – Amendment C151
3. Emergency Training Exercise
4. Two Hour Parking
5. Kialla Golf Ball Sign
6. Sobraon Street Upgrade
7. Planning Decision Process

### Conflict of Interest Disclosures

Matter No	Names of Councillors who disclosed conflicts of interest	Did the Councillor leave the meeting?

*[Note: Details of matters discussed at the meeting that have been designated confidential under section 77 of the Local Government Act 1989 are described in a separate "confidential addendum" that will be reported to the next closed Council meeting]*

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Name of meeting: **Short Discussion Session**

Date of meeting: **15 May 2012**

### Attendees

Councillors: Cr Polan, Cr Crawford, Cr Houlihan, Cr Hazelman, Cr Ryan, Cr Dobson, Cr Muto

Staff: Gavin Cator, Dwight Graham, Julie Salomon, Dean Rochfort, Peter Harriott, Russell Parker Sharlene Still, Leeanne Higgins, Karen Dexter, Tammi Rose (not a officers were present for all items)

### Matters discussed

1. Council Land – Huggard Drive
2. 2012/2013 Draft Budget
3. Financial Report
4. Peppermill VCAT matter
5. Ferrari Park
6. CCTV
7. Kialla Golf Club Sign
8. Itinerant Traders Policy

### Conflict of Interest Disclosures

Matter No	Names of Councillors who disclosed conflicts of interest	Did the Councillor leave the meeting?
	Nil	

*[Note: Details of matters discussed at the meeting that have been designated confidential under section 77 of the Local Government Act 1989 are described in a separate "confidential addendum" that will be reported to the next closed Council meeting]*

## Assemblies of Councillors

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### **Name of Meeting Art Gallery Advisory Committee**

**Date of Briefing:** 16 May 2012

**Attendees** (including those who may have only attended for part of the briefing):

Councillors:

Michael Polan

Cr Polan

Officers:

Ryan Johnston – Acting Director

Elise Routledge – Collections Curator/Registrar

Sheron Stevens – Administration Officer

#### **Disclosures of Conflicts of interest: NIL**

Councillors:

Officers/Contractors:

#### **Matters Considered:**

Redevelopment – Shepparton Art Museum

Friends of Shepparton Report

Exhibitions

Acquisitions

#### **Additional Matters Raised (if any):**

#### **Outcomes:**

# Notes

## Greater Shepparton Safe Communities Advisory Committee Thursday 17 May 2012 at 2:00pm to 3:30pm at Greater Shepparton City Council, Board Room



**Attendance:** Cr Cherie Crawford (Greater Shepparton City Council), Belinda Collins (Community Safety Officer), Sue Christie (GV Health), Sharon Sellick (Disability Advisory Committee), Ros Nam (DHS), Amy Jones (Youth Services Network), Ted Rosenow (Community Safety Committee PSA), Paul Hosie (Shepparton Taxis), John Weinert (VicRoads), Senior Constable Deryn Boote (Acting Crime Prevention Officer), Sharon Hensgen Smith (Department of Education & Early Childhood Development); Rick Madgwick (Greater Shepparton Taxis)

**Apologies:** Inspector Ian Bull (Victoria Police), John Newlands (Victoria State Emergency Service), Gill Kirkman (Department of Education & Early Childhood Development), Stuart Davidson (Department of Justice); John Gilmartin (Chamber of Commerce)

**Not in attendance:** Steve Allan (CFA), Luke Brock (Rumbalara Coop), Chris Hazelman (Ethnic Council), Ross Wilkinson (Shepparton Search & Rescue Squad)

Item No.	Description		Action
1.	<p><i>Welcome to Country</i></p> <p><i>Our meeting is being held on the traditional land of the Yorta Yorta people and together we celebrate their continuing culture.</i></p> <p><i>We wish to recognise the Traditional Owners of this Land that we gather on today and acknowledge Elders both past and present.</i></p> <p>The Apologies were received by the Committee as presented.</p> <p>Moved: Paul Hosie                      Seconded: Deryn Boote</p>	Cr Cherie Crawford	
2.	<p><i>Declaration of any conflicts of interest by committee members.</i></p> <p>No conflicts of interest were declared by committee members.</p>	Cr Crawford	
3.	<p><i>Confirmation of Notes of SCAC meeting 9 February 2012.</i></p> <p>The Notes were received by the Committee as presented.</p> <p>Moved: Rick Madgwick                      Seconded: Sue Christie</p>	Cr Crawford	
4.	<p><i>Business Arising from previous meeting:</i></p> <ul style="list-style-type: none"> <li><i>Safe City Camera Project Funding (Belinda)</i></li> </ul> <p>Belinda Collins advised that Council has been successful in receiving funding from the Department of Justice to install at Safe City Camera network within the Shepparton CBD. Belinda advised that initial planning was underway with</p>	Cr Crawford	

	<p>stakeholders and that community consultation would also be undertaken in relation to the project. This project is expected to be completed by December 2013.</p> <ul style="list-style-type: none"> <li>• Safer Taxi Rank Project Funding (Belinda Collins)</li> </ul> <p>Belinda Collins advised that Council had also been successful in obtaining funding to upgrade the Fryers Street Taxi Rank, including relocation of existing rank closer to Wyndham Street, gutter augmentation, improved lighting, cctv and seating. These works should be completed by March 2013.</p>		
<p>5.</p>	<p><i>Designation as an Pacific/Australia Safe Community (National) and ultimately World Health Organisation (WHO) International Safe Community</i></p> <p>Belinda Collins provided the Committee with information in relation to progression towards Greater Shepparton's designation as a World Health Organisation Safe Community (an initiative in the Safer City Strategy 2011-2014) and the newly created National designation which is about to be released. Sharon Hengsen Smith queried whether the Committee was happy with this as a way forward - no objections were received by Committee members.</p> <p>The group participated in a brainstorming session to identify 'important safety issues for our community' (attached). This information will be included in the Foundation Plan which is required to be submitted to the Australian Safe Communities Foundation to commence the designation process.</p> <p>Mapping of what community safety related programs/initiatives are being undertaken by each organisation/agency within the Committee needs to be undertaken in order to gain a holistic picture of what services/programs/etc are being offered within Greater Shepparton. This work is essential to enable gaps to be identified and initiatives/strategies to be developed to address these. Belinda undertook to forward a table for completion to Committee members to enable results to be collated in readiness for the next meeting.</p>	<p><i>Belinda Collins</i></p>	<p>Results of brainstorming activity attached for consideration by the Committee. Please submit any additional items to Belinda.</p> <p>Belinda to provide a table for completion by each member's organisation/business/agency to enable a mapping exercise to be undertaken. Please complete and return to Belinda prior to August meeting.</p>
<p>6.</p>	<p><i>Other Business</i></p> <ul style="list-style-type: none"> <li>• <i>Monash Park Underpass mural funding</i></li> </ul> <p>Belinda Collins advised that Council was about to undertake a community art</p>		



	project to address issues of graffiti in the Monash Park Underpass. Council has received funding from the Department of Justice and will be inviting all members of the Greater Shepparton municipality to submit designs to be considered for installation at the site. This project will be getting underway shortly.		
7.	<p><i>Next meeting</i></p> <p>Thursday 16 August 2012 at 2:00pm - 3:30pm (second Thursday of the month)</p> <p>NB – This meeting will be held in the Alex Rigg Room (first floor Eastbank Centre) as the Board Room is unavailable.</p>	<i>Belinda Collins</i>	

## Record of Assembly of Councillors

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Name of meeting: **Women's Charter Alliance Advisory Committee Meeting**

Date of meeting: **Monday 21 May, 2012**

### Attendees

Councillors: Cr Jenny Houlihan (Charter Champion)

Staff: Amanda McRoy, Lisa Eade, Rosemary Pellegrino, Rosemary Scott, Virginia Boyd

Community Members Fran Smullen, Jennifer Broadbent

### Matters discussed

1. Welcome/Acknowledgement
2. Review previous minutes and actions
3. Branding/promotion of the Committee
4. Think More Women for Local Government Information Session
5. Greater Shepparton Local Government Women's Charter Action Plan

### Conflict of Interest Disclosures

Matter No.	Names of Councillors who disclosed conflicts of interest	Did the Councillor leave the meeting?
None	None	None

*[Note: Details of matters discussed at the meeting that have been designated confidential under section 77 of the Local Government Act 1989 are described in a separate "confidential addendum" that will be reported to the next closed Council meeting]*

M12/31858

## Record of Assembly of Councillors

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Name of meeting: **Councillor Briefing**

Date of meeting: **22 May 2012**

### Attendees

Councillors: Cr Polan, Cr Crawford, Cr Houlihan, Cr Hazelman, Cr Ryan, Cr Dobson, Cr Muto

Staff: Gavin Cator, Dwight Graham, Julie Salomon, Dean Rochfort, Peter Harriott, Russell Parker Sharlene Still, Rosemary Scott, Jane Still, Tammi Rose, Wendy Clark, Majenta Rose, Anita Bourke, Colin Kalms, Claire Tarelli, Belinda Collins, Amanda Tingay, Amy Jones, Caroline Smith (not all officers were present for all items)

### Matters discussed

1. Off Leash Dog Park
2. 2012/2013 Draft Budget Community Consultation
3. A Future with Less Water Project
4. Draft Youth Strategy and Action Plan
5. Community Safety Update
6. Temporary Carpark

### Conflict of Interest Disclosures

Matter No	Names of Councillors who disclosed conflicts of interest	Did the Councillor leave the meeting?
	Nil	

*[Note: Details of matters discussed at the meeting that have been designated confidential under section 77 of the Local Government Act 1989 are described in a separate "confidential addendum" that will be reported to the next closed Council meeting]*

## Record of Assembly of Councillors

Record in accordance with section 80A(1) of the *Local Government Act 1989*

*Briefings or meetings involving one or more Council officers and four or more councillors and meetings of advisory committees of which at least one councillor is a member are assemblies of councillors, as defined in the Local Government Act 1989 and must be properly recorded. An electronic copy of that record saved in the TRIM folder "Assemblies of Councillors" (folder **37/208/0011**) and recorded on the Register **M09/3170**.*

Name of meeting: **Councillor Briefing Session**

Date of meeting: **29 May 2012**

### Attendees

Councillors: Cr Polan, Cr Crawford, Cr Houlihan, Cr Hazelman, Cr Ryan, Cr Dobson, Cr Muto

Staff: Gavin Cator, Dwight Graham, Julie Salomon, Dean Rochfort, Peter Harriott, Russell Parker, Sharlene Still, Colin Kalms, Liz Connick, Carrie Donaldson, Brendan Gosstray, Jane Still, Amanda Tingay, Rachel Rath (not all officers were present for all items)

### Matters discussed

1. Rural and Regional Land Use Strategy
2. Australia Day Committee
3. Our Sporting Future Funding
4. Memorandum of Understanding – Yorta Yorta
5. Greater Shepparton Greater Future
6. Give Me 5 for Kids
7. Zurcas Lane Bowls Club

### Conflict of Interest Disclosures

Matter No	Names of Councillors who disclosed conflicts of interest	Did the Councillor leave the meeting?
6	Cr Chris Hazelman	Yes

*[Note: Details of matters discussed at the meeting that have been designated confidential under section 77 of the Local Government Act 1989 are described in a separate "confidential addendum" that will be reported to the next closed Council meeting]*