



DEVELOPING A DYNAMIC REGION



# GREATER SHEPPARTON **Greater Future**

TRANSPORT • AGRICULTURAL ECONOMY • BUSINESS ENVIRONMENT • PEOPLE • HEALTH • EDUCATION







Our priorities are aligned with the shared vision held by three tiers of government in terms of achieving a prosperous and economically robust provincial Victoria, in which Greater Shepparton continues to play an important role.

# Executive Summary

Greater Shepparton City Council is committed to providing the leadership and support required for the municipality to continue its development as a dynamic, investment-attractive, liveable regional city.

With the overall wellbeing of the community in mind, Council is particularly focused on growth, economic development and the provision of first-class services so that Greater Shepparton can maintain its progressive culture and continue to thrive and prosper.

Council undertakes community consultation to help design and deliver policies, programs and services that cater to the needs of our rapidly growing population.

Council also takes its role as an advocate for the community very seriously and provides considerable support to organisations and industries to attract private and government support and funding for key projects, services and initiatives.

While there are many positive aspects of living, working and investing in Greater Shepparton, there are also some significant challenges that require support from other spheres of government.

Greater Shepparton City Council is committed to working in a positive relationship with the other government spheres, organisations and the wider community to research, plan, schedule and overcome challenges in a managed way.

Reflecting Council's Greater Shepparton 2030 and Council Plan documents that have been developed with broad support from the community, this booklet is a snapshot of what we believe are the main priorities requiring funding and support from the Federal and Victorian governments.

These priorities are aligned with the shared vision held by three spheres of government in terms of achieving a prosperous and economically robust regional Victoria, in which Greater Shepparton continues to play an important role.

It is our hope that this snapshot of priorities provided to decision-makers at the State and Federal level will encourage discussion and a collaborative approach to creating a more progressive, sustainable and globally competitive Greater Shepparton community.

Our immediate priorities for government support and funding:

- **Increase the number, and speed, of daily rail services between Shepparton to Melbourne.**
- **Construct the dual lane Goulburn Valley Highway Shepparton Bypass following the completion of the Nagambie Bypass.**
- **Complete Stage Two of the Northern Victorian Irrigation Renewal Project (NVIRP).**
- **Complete Stage One of the redevelopment of Goulburn Valley Health including an oncology facility.**
- **Develop a high quality shared La Trobe University and Goulburn Ovens Institute of (GO TAFE) library with more student places to cater for additional enrolments.**
- **Support The University of Melbourne (Dookie campus) to develop into a 21st century research and education centre for rural and regional sustainability.**
- **Improve the appearance, amenity and streetscape of areas within the Central Business District including the Maude Street Mall and Vaughan Street precinct.**
- **Refurbish and/or replace the Shepparton court facility to ensure it meets the needs of the justice system and our community.**





“At the heart of  
Greater Shepparton are the  
people who make up our  
community.”



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### DISCLAIMER

This publication is presented for informative purposes only. Although every care has been taken to provide accurate statistics, individual readers should seek independent advice before acting upon the information presented.





“Greater Shepparton has a population of about 62,000 and covers an area of 2,421 square kilometres. It is the fourth largest provincial centre in Victoria and one of the fastest growing regions in Victoria.”

# Our Community

## People

- Approximately 62,000 people over 2,421 square kilometres.
- Fourth largest regional centre in Victoria.
- One of the fastest growing regions in Victoria.
- Centrally located along the Goulburn and Broken Rivers.
- Easy access to the Goulburn Valley and Midland highways providing great transport connections and lifestyle opportunities.
- Two hours' drive from Melbourne and excellent road connections to Adelaide, Canberra, Sydney and Brisbane.
- Greater Shepparton's population is almost evenly split between the main urban centres of Shepparton and Mooroopna (53 per cent) and the surrounding rural areas, including the smaller townships of Congupna, Dookie, Katandra, Kialla West, Merrigum, Murchison, Tallygaroopna, Tatura, Toolamba, Undera and surrounding rural areas (47 per cent).
- This split reflects the range of lifestyle choices available across the municipality, from small urban blocks close to high quality amenities, through to lifestyle properties as well as large working orchards and farms.
- An estimated 3.5 per cent of residents have an Indigenous heritage and the region boasts a strong history of Indigenous advocacy and leadership locally, nationally and internationally.
- More than 10 per cent of people were born overseas and the region is home to more than 50 cultural groups.
- The largest numbers are from Italy, Turkey, Greece, Albania, Netherlands, United Kingdom, Germany, India, New Zealand, Philippines, the Pacific and Iraq.
- Greater Shepparton has supported Australia's intake of humanitarian entrants and refugees from Africa, the Middle East and Afghanistan and is now the leading Victorian site for new arrival community settlement outside of metropolitan Melbourne.
- Approximately 4.3 per cent of people in the municipality have been identified as requiring assistance with self care, body movements or communication.

## Economy

- Estimated gross economic output of \$6.9 billion per annum.
- The region's export focused agricultural industries generate about 25 per cent of the total value of Victoria's agricultural production.
- Irrigated agricultural industry generates produce worth approximately \$480 million gross value per annum (2005-06 figures) and our rural food processing industries produce an annual gross value of approximately \$3.3 billion.
- The vast network of irrigation infrastructure that supports this region's high-level of production is undergoing the most significant upgrade in its 100 year history. The \$2 billion Northern Victoria Irrigation Renewal Project (NVIRP) is the biggest investment of its kind in Australia, with automated technology and repairs to outdated channels dramatically improving water delivery and efficiency. The modernisation of the region's irrigation network will bring it to a world class standard.
- Major employers include SPC Ardmona, Campbell's Soups, Tatura Milk Industries, Unilever, Snow Brand, Greater Shepparton City Council, Department of Primary Industries, Goulburn Valley Health, Goulburn-Murray Water, GOTAFE, La Trobe University and the University of Melbourne.
- Greater Shepparton is known as regional Victoria's largest truck sales and service centre and is recognised as a major transport hub of regional Australia.
- Greater Shepparton industries are exporting their products, technology and expertise to markets all over the world. Rubicon Water's state of the art automation and control technology is being used in many modernised irrigation supply systems around the world and in the Goulburn Murray Irrigation District.
- As a regional hub, Greater Shepparton businesses and organisations provide a range of goods and services to a catchment of approximately 160,000 people.



## Education

- Greater Shepparton's top-class education facilities offer a high standard of learning from primary through to tertiary level.
- The Shepparton region boasts 26 primary schools and six secondary colleges, with students able to choose from government, Catholic or private education.
- Council's plan to develop Shepparton as a "university city" is well on its way with The University of Melbourne's Shepparton and Dookie campuses and La Trobe University's Shepparton campus offering a range of courses and degrees. The Goulburn Ovens Institute of TAFE (GOTAFE) caters to many educational and training needs at its two Shepparton

## Arts and Culture

- The region has a vibrant arts and cultural scene and is home to the popular SheppARTon Festival, the famous MooovingArt public art display and the Shepparton Art Museum, which houses one of Australia's leading ceramics collections and hosts a major Australian Indigenous art award each year.
- The area is also home to Kaiela Gallery, featuring the area's leading and emerging Indigenous artists.
- Greater Shepparton's ability to host major events is recognised nationally and overseas, with International Dairy Week, the Australasian Schools Cycling Cup, the Australian National Piano Award and the hugely popular Spring Car Nationals just some of the regular features on the municipality's busy events calendar.







To  
BUNBARTHA

Bowey Rd

TALLYGAROOPNA

Katandra Rd

KATANDRA

Zeerust Rd

Goulburn Valley Highway

Katamatite - Shepparton Rd

Pine Lodge Rd

CONGUPNA

LEMNOS

Lemnos - Cosgrove Rd

New Dookie Rd

New Dookie Rd



To KYABRAM

Lancaster - Mooroopna Rd

Tatura - Undera Rd

Ardmona Rd

ARDMONA

MOOROOPNA

SHEPPARTON

KIALLA

To DOOKIE  
Arrow pointing right

Benalla Rd

Benalla Rd

Central Kialla Rd

Shepparton - Euroa Rd

Turnbull Rd

Goulburn Valley Highway

Tatura - Rushworth Rd

TATURA



Shepparton

Melbourne

# our needs

- Complete Stage 2 of the Northern Victoria Irrigation Renewal Project to help secure our long term water supply and increase on farm productivity.
- Continue to support and expand research and development programs that provide a vital role of educating and supporting our agricultural and rural communities, so that our agricultural base can not only be maintained, but continue to grow and adapt to changing environmental and economic conditions.

*For the supporting strategic documents on  
Our Agricultural Economy go to page 26*





# Our Agricultural Economy

The Goulburn Valley is often referred to as the Food Bowl of Australia with around 25 per cent of the total value of Victoria's agricultural production generated in this area. Dairying and fruit growing are the major primary industries, with substantial growth occurring in the viticulture and tomato industries.

The area has a strong export focus and substantial growth projections. Major secondary industries in Greater Shepparton are related to food processing, manufacturing and transport.

Our farming community has experienced difficult times with the prolonged drought followed by unseasonable wet weather, diminished confidence in water security, locust plagues, extreme weather patterns and variability, the global financial crisis, the high Australian dollar and input price increases, particularly for water, fuel and fertiliser.

In the face of adversity, it is apparent Greater Shepparton is a resilient and innovative community, demonstrated by its continual growth and expansion, even during uncertain and difficult circumstances.

Local universities, the Department of Primary Industries, Goulburn-Murray Water and GOTAFE have provided essential research and education services into productivity in agricultural and rural sustainability. This research includes more efficient water, energy and nutrient use and educating farmers on how to adapt their practices to use less water while increasing productivity.

## World leading water efficiency

The vast network of irrigation infrastructure that supports the region's high level of production is undergoing the most significant upgrade in its 100 year history. The \$2 billion Northern Victoria Irrigation Renewal Project (NVIRP) is the biggest investment of its kind in Australia, with automated technology and repairs to outdated channels dramatically improving water delivery, security and efficiency.

The modernisation of Goulburn-Murray Water's irrigation network will bring it to a world class standard and help secure the future of our agricultural economy.

Local farmers have shown they are prepared to face challenges and embrace new practices. However, Federal and State government support needs to be maintained and increased in order for this innovation to continue. Continued government assistance for farmers, including drought and flood support, interest rate subsidies, counselling services and investment in research and development facilities and programs is paramount.

"The \$2 billion Northern Victoria Irrigation Renewal Project (NVIRP) is the biggest investment of its kind in Australia, with automated technology and repairs to outdated channels dramatically improving water delivery and efficiency."

# our needs

- Increase the frequency, improved time tabling and speed of daily rail services from Shepparton to Melbourne, recognising Shepparton's proximity to Melbourne, current and projected growth rate and to provide an equitable service in line with other regional cities.
- Commence construction of the dual lane Goulburn Valley Highway Shepparton Bypass following the completion of the Nagambie bypass.
- Continue government investment in GV Link (Goulburn Valley Freight and Logistics Centre).
- Reinstate the Shepparton to Dookie Branch rail line to improve transport efficiency and community safety.
- The proposed High Speed Rail Network from Canberra to Melbourne, to follow the Hume Highway Corridor via Wagga Wagga and Albury Wodonga and deviating via Shepparton

*For the supporting strategic documents on  
Our Transport go to page 26*



# Our Transport

## High Speed Rail

The proposed High Speed Rail Network on the eastern coast of Australia will open up opportunities and provide many benefits, particularly in regional areas, including getting people from A to B very quickly and conveniently, in a more environmentally friendly and cost effective way. It is vital that in the Phase 2 Study the Canberra to Melbourne section of the network identifies as the preferred route the Hume Corridor, through Wagga Wagga, Albury - Wodonga and deviating through Shepparton.

## Public Transport

The Hume Strategy for Sustainable Communities highlights that Shepparton is the pre-eminent centre for population growth within the Hume Region and stresses the need for improved public transport north/south and east/west.

The lack of public transport to Melbourne from this region is impeding Greater Shepparton's competitiveness – as well as that of nearby Moira and Strathbogie Shire Councils - on a number of levels.

Convenient and low cost public transport to access services and facilities only available in Melbourne, such as specialist medical and dental services and education and training, is critical to the social wellbeing and health of regional and rural communities. The region's large, newly arrived migrant and refugee population frequently have no other means of reliable transport to connect with family and specialist support services in other regional and metropolitan areas.

The current passenger rail service between Shepparton to Melbourne also limits access by employees of the region's government agencies, businesses, organisations and industries to valuable further education, training and professional development opportunities offered in Melbourne.

## Highway duplication and bypass

Agriculture is the key to Greater Shepparton's ongoing growth and prosperity. Local fruit growing, dairy, viticulture and tomato industries are complemented by a diverse range of bulk and specialist food processing manufacturers that create and supply products for domestic and export markets.

An extremely high number of freight movements are associated with the food industry, which is reliant on a high quality, effective distribution and transport network.

The Goulburn Valley Highway Shepparton Bypass is the best long term solution to cater for future road traffic growth. The bypass will:

- Improve the level of service for commercial traffic in the region
- Improve safety and accessibility for local and through traffic
- Provide relief for congested intersections in the city centre; reduce accidents – particularly those involving heavy vehicles
- Provide certainty for future land use development
- Improve the amenity and safety of Mooroopna's and Shepparton's urban areas and
- Create synergies with GV Link (Goulburn Valley Freight and Logistics Centre).

Planning for the dual lane bypass has been taken to an advanced stage by the Victorian Government. Funding and timing of the project is yet to be confirmed.

## GV Link

Extensive consultation with local and regional agricultural producers and other industry sectors has identified the strategic need to establish a modern, state of the art multi-million dollar freight and logistics centre (GV Link) to help maintain future export competitiveness. Within this centre an intermodal rail-truck transport terminal will provide industry with significant efficiency gains and strategic advantages. Continued government financial support for work on GV Link will be needed to achieve this outcome.

## Re open freight rail to Dookie

The short branch rail line between Shepparton and Dookie is currently disused but not formally closed. It services an important grain producing area, where efficient transport is required for substantial amounts of wheat. Approximately 2000 B-double truck movements per year can be avoided if rail capacity to Dookie is reinstated.

# Our Business Environment

Sustained business and economic growth experienced in recent years has directly contributed to Greater Shepparton's population growth. While agriculture remains the primary driver for Greater Shepparton's economic development, other growth industries have emerged in food processing, manufacturing, transport, retail, community services, hospitality, education, construction, building, banking and financial services.

However, the level of success of the agricultural sector has implications on retailing and businesses in general. In recent years drought has adversely affected the region's agricultural industry and this has had a flow on effect to businesses in Shepparton.

## CBD investment

The Shepparton Central Business District (CBD) comprises the area bounded by Knight Street to the north; the Goulburn River environs to the west; and the eastern and southern boundaries follow parts of Hayes, Purcell, Vaughan, Archer, Byass and Thompson streets.

The Shepparton CBD Strategy has identified the need to improve the design, function and safety of key sites and precincts within the CBD including the Vaughan Street precinct, Maude Street Mall, Stewart Street, Shepparton Showgrounds, Victoria Park Lake Precinct and Shepparton Plaza.

The major issues facing retailing in the CBD include increasing competition from other centres located at the eastern and southern ends of Shepparton, limited opportunity for new retail development due to the established nature of the CBD, lack of investment in existing retail premises (a number of retail premises could benefit from refurbishment or redevelopment), safety concerns (particularly at night) and lack of major chain store integration with the CBD.







## our needs

- Contribute to significant improvements to the appearance, amenity and streetscape of areas within the Central Business District including the Maude Street Mall and Vaughan Street precinct.
- Complete works identified in the Victoria Park Masterplan.
- Complete works identified in the Aquamoves Masterplan.
- Complete works identified in the Shepparton Showgrounds Masterplan.
- Place a monitoring station to measure solar radiation to provide the data for project developers to obtain funding to embark on large scale renewable energy projects.
- Prioritise the rollout of the National Broadband Network in Greater Shepparton.
- Implement recommended upgrades to Resource Recovery Precinct in Daldy Road.

*For the supporting strategic documents on Our Business Environment go to page 26*

All these issues have an impact on the attractiveness and liveability of the region. Investment in the CBD would reactivate the CBD's retail core, which would attract more shoppers and visitors and, in turn, help reduce antisocial behaviour.

## Resource Recovery Precinct

Shepparton's Resource Recovery Precinct, located near Goulburn Valley Water's Shepparton Wastewater Management Plant, on Daldy Road north-west of Shepparton, is another location with great potential to maximise investment opportunities, particularly in the sustainable business sector. The precinct is based on the local processing and value adding of by-products and waste from across the Goulburn Valley region, and their conversion into valuable resources.

Companies and businesses operating in the precinct benefit from a shared development buffer area that minimises environmental and social impacts on the wider community such as odour and noise.

Council receives regular expressions of interest from businesses interested in the precinct and a review is currently underway to determine future business opportunities, address EPA requirements, service provision to the site, road access and zoning. Further investment will be required to implement recommendations of this review.

## Fast, reliable and competitively priced broadband

The roll out of the National Broadband Network will eventually benefit Greater Shepparton businesses and the community. Faster broadband will improve access to specialists and doctors - through video conferencing - and reduce the need to travel long distances; and students will have opportunities to increase their learning through access to education and research material transmitted through the internet in real-time. Businesses with an online presence will become more competitive in a globally connected world. It is important that early deployment of NBN occurs in this region to maximise the benefits.





## our needs

- Refurbish or replace the Shepparton court facility to ensure that it meets the needs of the Justice system, as well as the needs of our community.
- Provide a premier cultural space for the delivery of cultural services that strengthens sense of identity and social cohesion by providing an active place for the community to connect, celebrate diversity and learn.
- Increase police numbers and support resources servicing the Greater Shepparton region.
- Fund the trial of the Police and Community Triage project in Shepparton.
- Develop a high quality, premier level sports precinct that can accommodate continued growth in junior sports participation and increasing demands for sports field areas.
- Enhance facilities at the Shepparton Sports Stadium.
- Upgrade SPC Ardmona KidsTown.
- Secure government investment to offset housing infrastructure costs, thereby reducing the cost of lot prices to provide more affordable housing options.

*For the supporting strategic documents on Our People go to page 26-27*



# Our People

Greater Shepparton has a rich migrant history and today is one of the most culturally diverse regional centres in Victoria.

The region has a population of about 62,000 – the fourth largest in regional Victoria - and is home to up to 50 cultural groups with approximately 16 per cent of residents born overseas. Many migrants arrive in the Goulburn Valley attracted by opportunities for employment in agriculture and related industries. More recently, Greater Shepparton has become an important destination for refugees from Africa and the Middle East. Greater Shepparton's Indigenous population is the largest in regional Victoria, with an estimated six per cent of residents having indigenous heritage.

## Diversity brings challenges and opportunities

This cultural diversity provides Greater Shepparton with great opportunities as well as a number of challenges.

Among the challenges is that some groups experience high levels of preventable health risks and poor educational participation, which limit opportunities to join in the workforce and are factors that are clearly linked to socio-economic disadvantage.

With social capital one of Greater Shepparton's most valued assets, the challenge in to the future is to maximise the benefits of its diverse population by ensuring all people are respected and valued for their differences, have equity of access to services and resources and the opportunity to contribute to the life of the community.

## Supporting healthy lifestyles

Social and health benefits have long been recognised as positive outcomes of community participation in recreational and cultural activity.



In June 2008 Council revealed its blueprint to guide future development at the Shepparton Sports Precinct in a coordinated and need based manner. The Shepparton Sports Precinct is one of the region's busiest sporting facilities. Greater Shepparton residents make over 450,000 visits per year as participants, players, officials, administrators, supporters and spectators.

Council has since adopted a Sports 2050 Strategy which outlines priority capital investments in sporting infrastructure over the next 40 years. The strategy places a high priority on the development of the Shepparton Sports Precinct, not only as a key infrastructure to support community participation in sport and recreation but, as importantly to continue to expand the already significant contribution that sports event tourism makes to the region's economy. Priority developments include the Greater Shepparton Community Football Complex and an upgrade of the Shepparton Sports Stadium.

## Strong arts and culture

Arts and cultural infrastructure and programming are a central pillar in making Greater Shepparton a vibrant regional centre, with a strong identity and community pride.

Council is seeking support for a new cultural space to provide Greater Shepparton with the opportunity to innovate through its approach to cultural services. Supported by studio and presentation spaces, this cultural space could host exhibition space, production and performance space, education and outreach, an interpretive centre and support development of culturally based commercial activities.

## Community triage

The Community Triage (PACT) program connects people from initial police contact through to receiving necessary health services. PACT recognises the important role that police occupy as the first point of contact concerning many health issues, such as mental health, alcohol, drug and family related violence. Funding for this program would assist in combating many of our society's most complex and systemic problems and free up emergency personnel for other services.







## Modern court facilities

The current Shepparton Magistrates' and County Court houses are outdated, inadequate and unsafe. The complex is too small to cope with demand, is infested with white ants and has inefficient air conditioning.

The Family Court has refused to sit in Shepparton and the Federal Magistrates' Court has indicated it will no longer sit in Shepparton during extremes of temperature. This not only inhibits our community's access to the legal process, it involves additional costs as people must then travel to alternative locations to receive appropriate legal support and advice.

The facility urgently needs upgrading to protect the safety, privacy and comfort of court users and ensure local access to court services can be maintained. An upgrade will also reduce problems associated with overcrowding, ensure alleged offenders and children are separated and that the jury panel is segregated.

## Housing access

Housing is considerably more affordable in regional centres such as Greater Shepparton in comparison with metropolitan areas, however, limited capacity to offer housing choice for purchase or rental means limited availability at affordable prices. A commitment from the State Government to flexible land use and planning strategies and assistance with off setting infrastructure costs will go a long way towards improving this situation.

Council believes that Federal and State government support and funding for these projects and initiatives will have significant economic and social flow on benefits for the community: they would help attract and retain skilled workers and young people, which in turn would address issues in relation to the region's aging population, provide support for economic structural change and position the region well in competing with others for investment in more social infrastructure.

# Our Health

Goulburn Valley Health's (GV Health) designation as a Regional Health Service combined with changing demographics (including a significant proportion of high needs population including Aboriginal, Torres Strait Islander, refugee and the elderly) has resulted in significant pressures on GV Health's existing service provision and highlighted a number of key services required of a Regional Health Service that are not being provided.

GV Health services a local population of approximately 70,000 people in the Shepparton area and a broader regional catchment of approximately 230,000 including the Moira, Campaspe, Strathbogie and Berrigan (Southern NSW) councils.

The Goulburn Valley region is the second fastest growing inland region in Australian and, like most areas, has an ageing population.

The current condition and configuration of the hospital's clinical care areas, inpatient accommodation and essential infrastructure services seriously compromise health service delivery.

Key functional areas are operating at capacity and the aging physical layout is disjointed. This is constraining GV Health's ability to deliver the level and type of services expected of a Regional Health Service provider. It also compromises GV Health's ability to deliver its model of care in a sustainable and functionally efficient manner.

GV Health is also one of the largest providers in the Hume region of community and home based services. Typically these services provide:

- Early treatment to prevent the need for hospital admission
- Recuperative care and support following a hospital admission, and
- Coordination of care to enable those with complex needs to remain living in their own homes and reduce or delay the need for institutional care

## our needs

- Fund Stage 1 redevelopment of Goulburn Valley Health to provide additional service capacity to meet the growing demand and to build a cancer treatment facility which includes provision for the delivery of radiotherapy services.
- Provide capital funding to consolidate community services on one site in proximity to Goulburn Valley Health's Graham Street campus, providing adequate office and fleet parking requirements to meet current staffing profiles and be able to accommodate current rates of program growth.
- Continue to fund the regional skilled migration program to meet health sector skills shortages.
- Improve the amenity of the space between the La Trobe University campus and the GOTAFE campus, commencing with a professional assessment of the best options for this space.

*For the supporting strategic documents on  
Our Health go to page 27*





The size and range of community based services provided by GV Health have grown rapidly over the past five years in line with the region's growing and aging population. Health technology and new models of care have also enabled more people to receive care in their own homes.

Staff providing these home visiting and outreach services require access to fleet vehicles and associated secure garaging, office and administrative facilities, and reliable information and communications technology.

## Capital works and skilled professionals

Currently GV Health community and home based services operate from three sites in Shepparton, which are all suffering from overcrowding. Leasing options have been considered, however, there is a shortage of suitable sites and the use of multiple sites is not considered ideal due to issues around communication and the fragmentation of service delivery.

Delivery of adequate health care is also hindered by a shortage of doctors and other health care professionals in Greater Shepparton. The Goulburn Murray Regional Skilled Migration program operates across Greater Shepparton, Campaspe and Moira local government areas, assisting regional areas to meet skills needs, and working closely with regional employers and communities to develop and implement services to attract migrants to the region to fill industry skills gaps. Ongoing support and funding for this program is needed to address skills shortages in the health sector.

# our needs

- Support the Greater Shepparton Regional Trades Regeneration proposal to enable the provision of improved learning outcomes for our students.
- Continue to support the need to attract, educate and retain health care professionals in our region via continued support of La Trobe University and The University of Melbourne's Rural Health Academic Centre.
- Develop a high quality shared La Trobe University and GOTAFE library with appropriate student spaces.
- Improve the amenity of the space between the La Trobe University campus and the GOTAFE campus commencing with a professional assessment of the best options for this space.
- Support a range of educationally based programs to improve learning and life outcomes for disengaged youth.
- Assist the University of Melbourne Dookie Campus to develop into a premier 21st century research and education centre for rural and regional sustainability.
- In cooperation with the local Aboriginal community, develop plans and work towards commencing stage one of an Academy of Sports Health and Education (ASHE) Campus.

*For the supporting strategic documents on  
Our Education go to page 27*



**LA TROBE**  
**UNIVERSITY**



# Our Education

Greater Shepparton's economic and social strength relies heavily on access to quality education and a skilled workforce. The Greater Shepparton educational community is keen to foster a local learning environment for children from birth to age 18 plus. The approach is based on the guiding principle that all schools within the community share the responsibility for the educational outcomes of each student.

## Community education hubs

One of the key proposals of this approach involves local secondary colleges merging to become one secondary provider under single governance. The proposed organisational structure will include a senior secondary campus, four community education hubs each involving a middle years' college, separate primary schools and an early development centre to support the birth to four year old group.

## Regional trades regeneration

Another initiative, the Greater Shepparton Regional Trades Regeneration proposal is a commitment by participating schools to make decisions now that will provide high quality, improved educational outcomes for our young people well into the future.

Key components of the proposal include:

- A re engineered secondary school model which incorporates both academic and vocational streams in a co located facility, resulting in heightened youth engagement and retention rates, as well as career outcomes
- Contemporary trade education facilities, equipment and approaches including integrated workshop space for compatible trades and high technology learning spaces with a green technology focus, specialised skill set training and a blended learning model; and enhanced regional access to trade education across the Hume region



## Engaging young people

It is also recognised that a number of young people in the area, particularly those from disadvantaged backgrounds, are disengaged from school and that strategies are needed to re-engage these young people.

Big Picture Australia, The Fairley Foundation, the McAuley Champagnat Programme (Notre Dame College), Mission Australia, Berry Street, The Bridge and Adult Community Education (ACE) providers all play an important role in offering alternative approaches to learning.

Many of these programs require intensive resourcing and to meet increasing demand need Victorian and Australian government in order to access larger venues, employ additional teachers and student support workers, computer equipment and assist with enrolment and other overhead and operational costs.

## Post-secondary training and education

Continued investment in post secondary education is essential to support Greater Shepparton's growth and to meet demand from business and industry for skilled workers.

It is widely recognised that students who study locally are more likely to remain in the community to live and work following the completion of their degrees. A recent example of the benefits of investing in regional tertiary institutes is the 44 per cent jump in Victorian Tertiary Admissions Centre first preferences to the new \$9 million La Trobe University Shepparton campus, which received substantial funding support from the Victorian and Australian governments.

Goulburn Ovens Institute of TAFE (GOTAFE) plays an important role in economic and social development within all of the local government authorities in the Hume Region, particularly in the provision of agricultural education and training.

Greater Shepparton hosts Victoria's largest Indigenous Australian population outside of Melbourne, and the Academy of Sport, Health and Education (ASHE) plays a critical role in redressing drop-out rates of Indigenous teenagers. The program focuses on individuals and their personal needs by providing individualised education and career planning. GOTAFE is the registered training organisation that delivers the majority of training at ASHE in an agreed arrangement with the University of Melbourne.





Funding support is needed to upgrade GOTAFE's facilities to meet industry standards and future student demand for its industry focussed courses and training programs.

Funding support is also needed for development of a shared La Trobe University and GOTAFE library. The existing library at the GOTAFE campus is small and overcrowded. More student spaces are necessary to attract and cater for additional enrolments.

La Trobe University and The University of Melbourne's Rural Health Academic Centre offer a range of health related courses and play an integral role in the training of health care professionals to meet local demand. It is critical that these institutions have continued support from all levels of government to ensure the retention of health care professionals in the region.

The region's agricultural base is heavily reliant on the research capability of the education sector to provide information about efficiencies and productivity gains that can be made through technology and research methods.

The University of Melbourne Dookie Campus is a major rural higher education campus, managed by the Melbourne School of Land and Environment and with strong collaboration with other faculties, especially the Melbourne School of Engineering. The University is recognised worldwide for the quality of its research, courses and graduates. The research goals of the campus are to provide research and training relevant to the needs of the land and food industries and for the environmental management of north east Victoria in particular, as well as south eastern Australia and beyond.

A unique new research initiative – Dookie 21 – has been established at the campus. The \$5.8 million research centre draws on the expertise of agricultural scientists and engineers to research farming efficiency, innovative energy systems, water management and biodiversity. Researchers are also focusing on testing climate variability adaptation and technologies in agricultural industries, including how to use water, energy and nutrients more efficiently, with particular attention paid to dairies, orchards and vineyards.

With continued funding and support to create industry based partnerships the campus will be well placed to become a premier research and education facility promoting rural and regional sustainability.

# Supporters

The priorities identified in this report have been developed in partnership with the following organisations and business leaders:



# Appendix

## SUPPORTING STRATEGIC DOCUMENTS

### Our Agricultural Economy

#### Hume Strategy for Sustainable Communities 2010-2020

Key Direction 2 – Managing our water resources sustainably  
Key Direction 10 – Adapting and diversifying agriculture in an environment of change

#### Greater Shepparton City Council Plan 2009-2013

Strategic Objective 22 – Develop and pursue strategies to protect and enhance our irrigation based agricultural economy

### Our Transport

#### RAIL SERVICES

#### Hume Strategy for Sustainable Communities 2010-2020

Key Direction 15 – Linking communities through improved public transport and transport linkages  
Key Direction 15.1GV1 – Secure additional peak travel time commuter services in and out of Shepparton to/from Melbourne

#### Greater Shepparton City Council Plan 2009-2013

Strategic Objective 17 – Promote and demonstrate environmental sustainability

#### GOULBURN VALLEY HIGHWAY – SHEPPARTON BYPASS

#### Hume Strategy for Sustainable Communities 2010-2020

Key Direction 14.1.2 – Build the Goulburn Valley Highway to M (freeway) level from Seymour to Shepparton and the Shepparton Bypass and investigate the feasibility of the Goulburn Valley Highway to M level from Shepparton to NSW border (Tocumwal)

#### Greater Shepparton City Council Plan 2009-2013

Strategic Objective 25 – Pursue construction of the Shepparton Bypass and second river crossing on the Goulburn Valley Highway

#### GV LINK

#### Hume Strategy for Sustainable Communities 2010-2020

Key Direction 14.2.3 – Construct an intermodal terminal at Mooroopna on the Seymour to Tocumwal line in order to support the establishment and operation of the Goulburn Valley Freight and Logistics Centre

#### Greater Shepparton City Council Plan 2009-2013

Strategic Objective 21 – Establish the Goulburn Valley Freight Logistics Centre to improve the efficiencies and competitiveness of regional business

### Our Business Environment

#### IMPROVEMENTS TO CENTRAL BUSINESS DISTRICT

#### Hume Strategy for Sustainable Communities 2010-2020

Key Direction 8 – Strengthening communities, increasing resilience and enhancing liveability

#### Greater Shepparton City Council Plan 2009-2013

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

#### VICTORIA PARK MASTERPLAN

#### Hume Strategy for Sustainable Communities 2010-2020

Key Direction 8 – Strengthening communities, increasing resilience and enhancing liveability

#### Greater Shepparton City Council Plan 2009-2013

Strategic Objective 4 – Redevelop the Victoria Park precinct

#### AQUAMOVES MASTERPLAN

#### Hume Strategy for Sustainable Communities 2010-2020

Key Direction 8 – Strengthening communities, increasing resilience and enhancing liveability

#### Greater Shepparton City Council Plan 2009-2013

Strategic Objective 5 – Redevelop Aquamoves as a regional community aquatic facility

#### SOLAR RADIATION MONITORING STATION

#### Hume Strategy for Sustainable Communities 2010-2020

Key Direction 12 – Developing ICT and Energy Infrastructure that builds on existing competitive advantages  
Key Direction 12.2.GV1 – Investigate the sub region's potential for commercial grade solar and bio fuel production

#### Greater Shepparton City Council Plan 2009-2013

Strategic Objective 17 – Promote and demonstrate environmental sustainability  
Strategic Objective 23 – Pursue opportunities to increase the range of businesses and industries in the region, to further strengthen our economy

#### NATIONAL BROADBAND NETWORK ROLLOUT PRIORITY

#### Hume Strategy for Sustainable Communities 2010-2020

Key Direction 12 – Developing ICT and Energy Infrastructure that builds on existing competitive advantages

#### Greater Shepparton City Council Plan 2009-2013

Strategic Objective 23 – Pursue opportunities to increase the range of businesses and industries in the region, to further strengthen our economy

#### RESOURCE RECOVERY PRECINCT

#### Hume Strategy for Sustainable Communities 2010-2020

Key Direction 4 – Harnessing renewable energy sources,

reducing greenhouse gas emissions and pursuing innovative waste management approaches

Key Direction 4.4.GV1 – Support creation of a Renewable Energy Hub to co-locate industries, aimed at maximising resource use efficiency and minimising waste generation

#### Greater Shepparton City Council Plan 2009-2013

Strategic Objective 23 – Pursue opportunities to increase the range of businesses and industries in the region, to further strengthen our economy

### Our People

#### SHEPPARTON COURT FACILITY

#### Hume Strategy for Sustainable Communities 2010-2020

Key Direction 6 – Providing appropriate and accessible social services and infrastructure  
Key Direction 8 – Strengthening communities, increasing resilience and enhancing liveability

#### Greater Shepparton City Council Plan 2009-2013

Strategic Objective 15 – Provide affordable and sustainable community services

#### PREMIER CULTURAL SPACE

#### Hume Strategy for Sustainable Communities 2010-2020

Key Direction 6 – Providing appropriate and accessible social services and infrastructure  
Key Direction 8 – Strengthening communities, increasing resilience and enhancing liveability  
Key Direction 8.1.GV1 – Community strengthening activities within the Goulburn valley sub region to be inclusive of and responsive to the relatively large Indigenous population and people from other culturally and linguistically diverse backgrounds

#### Greater Shepparton City Council Plan 2009-2013

Strategic Objective 6 – Embrace and strengthen cultural harmony and diversity



## INCREASE POLICE NUMBERS AND SUPPORT RESOURCES

### **Hume Strategy for Sustainable Communities 2010-2020**

Key Direction 6 – Providing appropriate and accessible social services and infrastructure

### **Greater Shepparton City Council Plan 2009-2013**

Strategic Objective 7 – Provide a safe and family friendly community

## POLICE AND COMMUNITY TRIAGE PROJECT

## Our Health

### STAGE 1 – REDEVELOPMENT OF GOULBURN VALLEY HEALTH

### **Hume Strategy for Sustainable Communities 2010-2020**

Key Direction 6 – Providing appropriate and accessible social services and infrastructure

Key Direction 8 – Strengthening communities, increasing resilience and enhancing liveability

### **Greater Shepparton City Council Plan 2009-2013**

Strategic Objective 9 – Develop and pursue strategies to improve community health and wellbeing

## CONSOLIDATION OF COMMUNITY SERVICES

### **Hume Strategy for Sustainable Communities 2010-2020**

Key Direction 6 – Providing appropriate and accessible social services and infrastructure

Key Direction 8 – Strengthening communities, increasing resilience and enhancing liveability

### **Greater Shepparton City Council Plan 2009-2013**

Strategic Objective 9 – Develop and pursue strategies to improve community health and wellbeing

## Our Education

### REGIONAL TRADES REGENERATION PROPOSAL

### **Hume Strategy for Sustainable Communities 2010-2020**

Key Direction 5 – Embracing learning for life

### **Greater Shepparton City Council Plan 2009-2013**

Strategic Objective 8 – Increase education and learning opportunities for our community

## ATTRACTION AND RETENTION OF HEALTH CARE PROFESSIONALS

### **Hume Strategy for Sustainable Communities 2010-2020**

Key Direction 9 – Strengthening a capable workforce

Key Direction 9.2.GV2 – Market the Goulburn Valley sub region as an attractive location to live, work and invest

### **Greater Shepparton City Council Plan 2009-2013**

Strategic Objective 8 – Increase education and learning opportunities for our community

Strategic Objective 23 – Pursue opportunities to increase the range of businesses and industries in the region, to further strengthen our economy

## LA TROBE UNIVERSITY AND GOULBURN OVENS TAFE LIBRARY

### **Hume Strategy for Sustainable Communities 2010-2020**

Key Direction 5 – Embracing learning for life

### **Greater Shepparton City Council Plan 2009-2013**

Strategic Objective 8 – Increase education and learning opportunities for our community

## IMPROVEMENT OF LEARNING AND LIFE OUTCOMES FOR DISENGAGED YOUTH

### **Hume Strategy for Sustainable Communities 2010-2020**

Key Direction 5 – Embracing learning for life

### **Greater Shepparton City Council Plan 2009-2013**

Strategic Objective 8 – Increase education and learning opportunities for our community

Strategic Objective 9 – Develop and pursue strategies to improve community health and wellbeing

## UNIVERSITY OF MELBOURNE DOOKIE CAMPUS

### **Hume Strategy for Sustainable Communities 2010-2020**

Key Direction 1 – Anticipating and adapting to the effects of climate change

Key Direction 10 – Adapting and diversifying agriculture in an environment of change

Key Direction 11 – Facilitating research and innovation in tourism, manufacturing and industry to encourage new and evolving business

Key Direction 11.2.GV1 – Support proposals for research into the areas of irrigation, hydrology, civil construction, agriculture and health.

### **Greater Shepparton City Council Plan 2009-2013**

Strategic Objective 8 – Increase education and learning opportunities for our community

Strategic Objective 17 – Promote and demonstrate environmental sustainability

Strategic Objective 22 – Develop and pursue strategies to protect and enhance our irrigation based agricultural economy

## STRATEGIC LINKS – ACADEMY OF SPORTS HEALTH AND EDUCATION (ASHE)

### **Hume Strategy for Sustainable Communities 2010-2020**

Key Direction 5 – Embracing learning for life

Key Direction 6 – Providing appropriate and accessible social services and infrastructure

Key Direction 7 – Developing innovative and flexible service delivery models

Key Direction 8 – Strengthening communities, increasing resilience and enhancing liveability

Key Direction 5.3.GV1 – Support the needs of the Goulburn Valley sub region's culturally diverse communities to ensure equity of access to high quality education for young people and their retention as community members

Key Direction 6.2.GV1 – Service access and provision to be inclusive of and responsive to the relatively large Indigenous population

Key Direction 8.1.GV1 – Community strengthening activities within the Goulburn Valley sub region to be inclusive of and responsive to the relatively large Indigenous population and people from other culturally and linguistically diverse backgrounds

### **Greater Shepparton City Council Plan 2009-2013**

Strategic Objective 6 – Embrace and strengthen cultural harmony and diversity

Strategic Objective 8 – Increase education and learning opportunities for our community

Strategic Objective 9 – Develop and pursue strategies to improve community health and wellbeing



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